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Organizational matters

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Contents

Chapter		Page
I.	Organizational matters	3
	UNFPA segment	6
II.	Resource allocation system	10
III.	Financial, budgetary and administrative matters	21
IV.	Technical advisory programme	28
V.	Country programmes and related matters	34
	UNDP segment	48
VI.	United Nations Office for Project Services	48
VII.	Financial, budgetary and administrative matters	53
VIII.	Evaluation	60
IX.	Country cooperation frameworks and related matters	67
X.	Technical cooperation among developing countries	79
XI.	Other matters	82

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Decisions adopted

No.		
2000/18	Expression of appreciation to Dr. Nafis Sadik, Executive Director of the United Nations Population Fund, 1987-2000	46
2000/19	Review of the system for the allocation of UNFPA resources to country programmes	18
2000/20	UNOPS revised budget estimates for the biennium 2000-2001	51
2000/21	Responsibility of the United Nations Office for Project Services in personnel matters	52
2000/22	Progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: Joint review of recommendations	65
2000/23	Strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the United Nations Convention to Combat Desertification	78
2000/24	Overview of decisions adopted at the third regular session 2000	85

I. Organizational matters

1. The President, H. E. Mr. Vladimir Galuška (Czech Republic), opened the session. He referred to the renewed commitment to the role of the United Nations in development cooperation in evidence at the Millennium Summit and at the UNDP Ministerial Meeting (11 September 2000). He reiterated the statement he had made at the closure of the UNDP Ministerial Meeting, that the Executive Board would discuss how it could take action on the statements made there, and in particular, building on the momentum that had been generated, how the Board could be engaged on an ongoing basis in partnership for a stronger UNDP.

Agenda and work plan

2. The Secretary of the Executive Board elaborated on the elements contained in document DP/2000/L.4, the provisional agenda, list of documents and work plan for the session. She noted that a revised work plan had been distributed to the Board. An informal consultation on the follow-up to the UNDP Ministerial Meeting was also scheduled. Informals on the UNDP subregional resource facility (SURF) network, the role of UNDP in Mozambique and on the new global cooperation framework would also be held during the session. She informed the Board that document DP/2000/CRP.15 would not be available as a conference room paper but rather as a publication for information. The UNDP annual statistical report (DP/2000/32) would not be ready for distribution during the session. An executive summary of the report would be distributed and Board members would be notified when the full report was available. The following corrigenda had been issued: DP/2000/37/Corr.1, DP/2000/37/Add.1/Corr.1, DP/CRR/GUA/1/Corr.1 (French only), and DP/FPA/2000/15/Corr.1 (Chinese, English and Russian only). The reports of the Board of Auditors on UNDP, UNFPA and UNOPS for 1998-1999 were available on request.

3. The Chief, Executive Board Branch, UNFPA, reviewed the items within the UNFPA segment, noting that a farewell for the Executive Director would take place during the afternoon of 26 September.

4. One delegation requested that the progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: joint review of recommendations (DP/2000/35) under item 8 (Evaluation) be taken up directly following item 6 (UNOPS).

5. The Executive Board approved the agenda and revised work plan for its third regular session 2000 (DP/2000/L.4), as orally amended.

6. The Executive Board approved the report of the annual session 2000 (DP/2000/27).

Outline for the Executive Board work plan 2001 (DP/2000/CRP.13)

7. The Secretary of the Executive Board introduced the outline for the Executive Board work plan 2001 (DP/2000/CRP.13). She noted that, as agreed by the Board in 1999, there would be three sessions of the Board in 2001: two regular sessions and the annual session. The final draft work plan 2001 would be submitted at the first regular session 2001. Proposals or comments on the outline could be communicated through the Bureau. With regard to the work plan for the first regular session 2001, she noted that a joint session was planned with the Executive Boards of UNICEF and with the participation of the World Food Programme.

8. Two delegations requested the addition of an item on information and communication technology for development. The speakers also queried whether the annual review of the financial situation could be submitted at the annual session 2001, in particular because of the fact that the triennial policy review would take place in the General Assembly in 2001. Another delegation requested that the joint session be held during the week prior to the first regular session 2001. One speaker underscored that the reports to the Economic and Social Council of UNDP and UNFPA must continue to be presented and reviewed separately.

9. The Secretary noted that it would be very difficult to submit the annual review of the financial situation at the annual session 2001 since the documentation for that session would need to be finalized by early April, and the figures used in the review would not be available by that time.

10. The Administrator welcomed the proposal for the addition of an item on information technology for development.

11. The Executive Board took note of the list of items for 2001 as reflected in the outline for the Executive Board work plan 2001 (DP/2000/CRP.13) and the comments made thereon.

Schedule of future sessions

12. The Executive Board agreed to the following schedule of sessions of the Board in 2001:

First regular session 2001:	29 January-6 February 2001
Annual session 2001:	11-22 June 2001 (New York)

Second regular session 2001: 10-14 September 2001*

*Subject to the approval of the Committee on Conferences

13. The Executive Board agreed to the work plan for the first regular session 2001 of the Board, as contained in the annex to decision 2000/24.

UNFPA segment

Statement by the Executive Director

14. In welcoming all the delegations to the UNFPA segment of the Executive Board's third regular session 2000, the Executive Director noted that the meeting had a special meaning for her since it would be her last Executive Board session as Executive Director: she would be retiring at the end of the year. She noted that UNFPA looked forward to a very productive session.

15. She drew the Executive Board's attention to the recently published State of World Population Report, entitled "Lives Together, Worlds Apart: Men and Women in a Time of Change". The report showed that, while considerable progress was being made in all countries of the world, gender inequality, discrimination and violence were still holding back not only women, but men; not only families, but communities and whole nations as well. The report underscored the importance of partnerships between Governments and non-governmental organizations (NGOs), civil society and international bodies; among countries, North and South, rich and poor; and between individual men and women. She stated that the report had evoked a great deal of interest among the media, and the issues seemed to be gaining more public support and attention. Furthermore, it showed that UNFPA was going about its advocacy programme in the right way.

16. She updated the Executive Board on how UNFPA had moved forward with the implementation of the multi-year funding framework (MYFF) and further institutionalization of the results-based management (RBM) approach in the Fund's work. Based on an assessment in May regarding the institutionalization of RBM at UNFPA, the Fund was developing a policy statement, developing and testing results-oriented monitoring and evaluation tools, and conducting training to strengthen the capacity of UNFPA and national partners to fully implement the RBM approach. A MYFF situation analysis was currently under way in all country offices and the most salient findings of the analysis would be included in the next annual report of the Executive Director, in June 2001. She thanked the Governments of Canada, Denmark, Finland, Sweden and the United Kingdom for their invaluable financial support which had enabled UNFPA to carry out its RBM and MYFF-related activities in 2000. She hoped that other countries would also be able provide financial support as UNFPA continued the institutionalization process.

17. Referring to the sector-wide approach (SWAp), she stated that UNFPA field offices had been encouraged to participate in all sectoral initiatives, especially those involving the health and education sectors - since those could best address population and gender issues. The Fund's primary focus was to ensure that reproductive health issues, including family planning and sexual health, were fully incorporated into the sector-wide policy and operational plans, taking into account the Programme of Action of the International Conference on Population and Development (ICPD) and the goals and benchmarks agreed during the ICPD+5

review. She noted that in October UNFPA was organizing a workshop on SWAps which was being co-sponsored by the Canadian International Development Agency and the United Kingdom's Department for International Development. Regional training workshops for field staff and Country Technical Service Teams were planned to further strengthen their technical capacity and their participation in SWAps. She observed that within the United Nations Development Group (UNDG), UNFPA was collaborating with UNICEF and WHO in developing guidelines on SWAps. Those guidelines would be issued by the UNDG for use by all members of the United Nations country teams. She noted that SWAps were also the main agenda item of the 2001 meeting of the WHO/UNICEF/UNFPA Coordinating Committee on Health, which would be held in New York.

18. She stated that prevention of HIV infection, as an integral part of reproductive health information and services, was increasingly a significant component of UNFPA country programmes. Even though sub-Saharan Africa was hardest hit by the epidemic, new data also pointed to a dramatic increase in HIV/AIDS in Asia and in Eastern Europe. UNFPA collaborated closely with UNAIDS and the other co-sponsors of UNAIDS at global, regional and country level to address HIV/AIDS concerns, and participated actively in the International Partnership Against HIV/AIDS in Africa. UNFPA had a strong comparative advantage in certain areas related to the effort to combat HIV/AIDS, including the Fund's advocacy programme and its work on matters related to sexual health, adolescent reproductive health, and gender concerns. To help to strengthen the political commitment and financial support of leaders in Africa, UNFPA, in collaboration with UNAIDS, had taken the lead in developing a joint regional advocacy initiative against HIV/AIDS in sub-Saharan Africa, which was funded by Sweden. UNAIDS, WHO, UNICEF, UNFPA and the World Bank were also collaborating with pharmaceutical companies to explore ways to accelerate and improve the provision of HIV/AIDS-related care and treatment in developing countries.

19. She observed that the ICPD goal of universal access to reproductive health care by the year 2015 could not be achieved without universal access to reproductive health commodities. She stated that it was disturbing to learn that in 1999 donor support for the supply of such commodities had reached its lowest level in five years. Also, owing to funding shortfalls, UNFPA procurement of contraceptives, including condoms - both male and female condoms - had fallen by nearly 50 per cent in 1999. The shortfalls in reproductive health commodities, especially contraceptives, were likely to have grave consequences, including increased levels of unwanted pregnancy, maternal mortality, unsafe abortion and sexually transmitted diseases (STDs), including HIV/AIDS. She noted that UNFPA had sought and received additional donor support to meet urgent needs that had arisen in some countries. The Executive Director added that to address the issue in a comprehensive manner, UNFPA had developed a global strategy for reproductive health commodity security, which called for UNFPA to take a leadership role in coordinating the efforts of various partners - Governments, United Nations agencies, bilateral and multilateral donors, NGOs, foundations, and the private sector - in order to maximize existing support and advocate for greater support in the future.

The proposed strategy had been presented at a consultative meeting during the previous week.

20. She updated the Executive Board on the Fund's financial situation, noting that the total general income in 1999 amounted to $254.2 million, a decrease of 9 per cent compared to 1998. Taking into account an amount overspent in 1998 and a reduction in the level of the operational reserve for 1999, a net amount of $500,000 was required to be reimbursed to the operational reserve. That reduced the total general income available in 1999 to $253.7 million. Total expenditures for 1999 amounted to $279.6 million, resulting in a net overexpenditure of $26 million, as had been previously reported to the Board. She stated that with the payments recently received from some major donors, the operational reserve had been restored to its authorized level of $50 million.

21. Regarding general resources for 2000, the Executive Director was optimistic, especially in view of recent announcements by two major donors that they were making additional year-end contributions to UNFPA. She expected that general resources would range between $260 and $265 million and that total resources, with the addition of multi-bilateral contributions, could exceed $300 million. She hoped all donors would make their payments as soon as possible. She noted that additional details on the Fund's income situation would be provided in the oral report under agenda item 3.

22. She expressed her special appreciation to all UNFPA donors and, in particular, the Fund's major donors and she also thanked the many developing countries and the countries with economies in transition that were contributing to UNFPA. She underscored that UNFPA was deeply grateful to all its donors and she made a strong appeal to the Fund's donor family for additional pledges for the year 2000, noting that UNFPA could certainly use the resources, and for contributions for 2001 and onwards. She underlined the impact the recent decrease in resources had had on the UNFPA-supported country programmes. Despite all the efforts the Fund had made to maximize the resources spent on country programmes, expenditure ceilings for the country programmes had to be reduced, and programme activities had to be pared down, postponed or even cancelled in some cases. She was deeply concerned about the impact of lost momentum, particularly with regard to the most vulnerable countries.

23. The Executive Director stated that as the resource situation improved, UNFPA would immediately accelerate implementation in line with approved country programmes. She emphasized that general resources were the bedrock of the Fund's programme operations and were essential to maintaining the multilateral nature of the Fund's work. General resources were essential for implementing UNFPA country programmes, and it was through those country programmes that the Fund assisted developing countries in meeting the global challenges they faced in the area of population, reproductive health and sustainable development.

24. Before concluding, she briefly reflected on the special event on adolescent reproductive health organized by UNFPA at the Executive Board's annual session 2000 in Geneva. She stated that it was one of the most significant, and personally fulfilling, Executive Board activities that she had participated in. She pointed out that it was significant because of the topic itself, which only a few years ago would have been considered too sensitive to be discussed in such a forum. The fact that such a discussion had taken place was testimony to the great progress that had been made in the Fund's area of work. She added that the special event had been personally fulfilling for her because of the high level and nature of the dialogue and the active participation of the audience. She stated that the special event on adolescent reproductive health was emblematic of the close and trusting relationship the Executive Board and UNFPA had developed. She was confident that the partnership that the Executive Board and UNFPA had forged would be instrumental in guiding the work of UNFPA as the lead organization in helping countries to achieve the goals of the ICPD Programme of Action.

25. Recalling the recent Millennium Summit, she noted that the commitments made by world leaders provided new impetus and urgency to the work of the United Nations. The powerful call for an end to the inequalities, poverty and ignorance that deprived more than one billion people of their basic humanity, and the faith that civil society had bestowed upon the United Nations as its vital partner for change, demanded action. The Millennium Declaration recognized the central role that the United Nations played in peace and development and included the priorities contained in the programmes of action and outcomes of recent United Nations conferences and summits, including the ICPD. She concluded by stating that with its governmental partners, the United Nations family and civil society, UNFPA would do its part to make sure that the Millennium Summit's goals and the specific actions became a reality, particularly those aimed at protecting the lives and creating choices for young people, women and men. Towards that end, the Executive Board's strong support and increased resources would be essential.

26. During the discussion that followed, several delegations thanked the Executive Director for her comprehensive statement. One delegation, speaking also on behalf of two other delegations, congratulated UNFPA for developing a well-articulated strategy for reproductive health commodity security, in consultation with its development partners. Noting that they were encouraged by the progress made, the delegations stated that further work was needed to determine how the strategy should be taken forward and implemented as a corporate priority. The delegations noted that they would welcome further details of the linkages with the health environment and the context in which health investment took place. The delegations added that given the increasing unmet demand for reproductive health services, all development partners would need to contribute to ensuring universal access to reproductive health by 2015, under UNFPA leadership and coordination. The delegations supported the strategy and were pleased to note that in presenting the strategy in the previous week, UNFPA had stated that it would continue to develop it with "passion and drive". Another delegation associated itself with the previous comments on the importance of having reproductive health commodity security.

The delegation added that it was satisfied with the work UNFPA had undertaken with regard to SWAps and the MYFF.

27. The Government of the Netherlands announced that it would increase its year 2000 contribution to UNFPA by 66 per cent, i.e., in the amount of 45.5 million guilders (approximately $19 million) and added that that increase would also be granted for the subsequent three years.

28. The Executive Director thanked the delegations for their comments. She conveyed her deep appreciation and gratitude to the Government of the Netherlands for the generous increase in contribution that had just been announced and for announcing that the increase would also be granted for the next three years. She fully concurred with the delegations that reproductive health commodity security was highly important. She stated that for each country there should be a way to chart the needs in the near future and also to examine domestic financing for reproductive health commodities. She noted that on a recent visit to South Africa she had been dismayed to learn about the shortfall in condoms. She observed that there was a great need for condoms in sub-Saharan Africa and that the demand for female condoms was on the rise, for example, in Angola, Namibia and South Africa. She underscored the importance of remaining alert to reproductive health commodity needs and to finding ways to ensure that those needs were met. She stated that a consortium should be formed to address the reproductive health commodity needs at the country level. She thanked the Executive Board for its support.

II. Resource allocation system

29. The Executive Board had before it a report entitled "Review of the system for the allocation of UNFPA resources to country programmes" (DP/FPA/2000/14), submitted in response to paragraph 14 of decision 96/15.

30. In introducing the report the Executive Director noted that since 1977 UNFPA had had a system for allocating resources to countries most in need of UNFPA assistance. The Fund's first such system, developed at the request of the Governing Council, had utilized various socio-economic and demographic criteria and thresholds to designate priority countries for UNFPA assistance. The system was periodically reviewed, and revised (as necessary), and submitted to the Governing Council for its consideration and approval. The 1994 International Conference on Population and Development (ICPD) and the new directions recommended by the ICPD Programme of Action for activities in the area of population and development had had ramifications for the allocation of the Fund's resources. Thus, at the request of the Executive Board (decision 95/15) UNFPA had developed a new resource allocation system based on the relevant provisions of the ICPD Programme of Action. Approved in 1996 by the Executive Board (decision 96/15), the new system was based on a country's level of achievement of ICPD

goals; the recognition that there was a continuum of needs for assistance; and the premise that special attention should be paid to least developed countries (LDCs), low-income countries, and Africa.

31. In its decision 96/15, the Executive Board requested the Executive Director to undertake a five-year review of the UNFPA system for resource allocation, including a performance assessment of the system's indicators and their threshold levels. The report before the Board, (DP/FPA/2000/14), highlighted the major findings of the review. The report also proposed an updating of the system for allocating UNFPA resources by incorporating new interim benchmarks that were agreed in July 1999 at the Twenty-first Special Session of the General Assembly on ICPD+5. The review had shown that, overall, the system had performed well. In less than four years, there had been a marked increase in the overall share of resources going to countries in greatest need of UNFPA support. With a yearly average of 62.4 per cent of total country resources spent in category "A" countries, between 1996 and 1999, UNFPA was within close reach of the target allocation percentages set by the Executive Board in decision 96/15. The shift of resources in the direction of target shares for category "A" countries would have been more pronounced if UNFPA had not experienced resource shortfalls that resulted in funding cutbacks. Indeed, the Fund's annual regular resource income during the four-year period 1996-1999 averaged only 89 per cent of that projected in the work plans for that period.

32. The Executive Director stated that as in all past UNFPA resource allocation systems, the indicators of the current system were analysed in light of the following criteria: (a) each indicator should objectively measure the distance from the respective goal it addresses; (b) each indicator should have a uniform meaning and definition; and (c) data should be up to date and readily available for all developing countries and should come from internationally recognized sources. The review process had concluded that five of the original indicators should be maintained, that one should be dropped (because updated values were not readily available for all countries and because the operational definition for that indicator was under review by international agencies), and that one should be replaced in order to better take into account the gender-equality dimension. To reflect the key actions agreed to at the special session on ICPD+5, three new indicators had been included in the updated system: proportion of population aged 15-24 living with HIV/AIDS; adolescent fertility rate; and secondary net enrolment ratio.

33. Throughout the review process, UNFPA had consulted closely with both the Population and Statistical Divisions of the United Nations to ensure that the new indicators and their threshold levels appropriately reflected the key actions agreed to at the special session on ICPD+5. The Fund had also consulted with the partner agencies of the Administrative Committee on Coordination Task Force on Basic Social Services for All. The Executive Director emphasized that the updated system was fundamentally the same system as approved by the Executive Board in 1996. It employed the same basic framework and was based on the same general principles, including the same country categories. As was the case of the system approved in

decision 96/15, the updated system was based on indicators from internationally recognized United Nations sources. Furthermore, the indicators were consistent with the ones included in the UNFPA multi-year funding framework (MYFF) submitted to the Board at its second regular session in April 2000.

34. The Executive Director underscored that as in 1996, the updated system would be implemented in a gradual and flexible manner, especially where country programmes were ending in the immediate future, in order to allow time for the necessary adjustments by those countries moving to a lower category. Appropriate transition measures would also be established for, and necessary consideration given to, countries moving to a higher category. Technical assistance would continue to be provided to all countries, including those classified in categories "C", "T" and "O". She stressed that the nature of the assistance provided by UNFPA under each category would remain the same as described in document DP/FPA/1996/15 and approved by the Executive Board through decision 96/15. The proposed adjustment in the shares accorded to each category, shown in table 5 on page 13 in document DP/FPA/2000/14, was primarily due to the increase in the number of category "C" countries and the decrease in the number of category "B" countries. She pointed out that the adjustment had been calculated in such a way that the per capita share of resources for each category would remain more or less as in the current system. She concluded by emphasizing that the task of distributing the Fund's modest resources to help countries achieve ICPD and ICPD+5 goals and to preserve gains already made would be made much easier if the Fund's resources were not quite so modest.

35. During the discussion that followed, delegations agreed on a number of key issues and concerns, including the following: the updated resource allocation system should be applied with flexibility, ensuring that the progress and gains made in the past were preserved; transitional measures should be put in place to avoid setbacks and to ensure that countries whose classification had changed were not adversely affected; resource mobilization efforts should be stepped up, as additional resources were needed to demonstrate new results; efforts to improve the absorptive capacity of programme countries should be increased; UNFPA should continue its work in the area of data collection and analysis, in partnership with other development actors; the universality principle should not be compromised; the same indicators should be used consistently by the Fund's various systems and instruments, including the MYFF, results-based management and the resource allocation system.

36. Numerous delegations registered their satisfaction with the resource allocation system and were pleased to note that the system emphasized that the majority of resources should go the neediest countries. They were pleased to note that the share of expenditures for category "A" countries had gradually improved over the last several years. Several delegations were also pleased to note that the target of allocating 67-69 per cent of the Fund's resources to the LDCs was well within reach, and they encouraged UNFPA to take the necessary measures to reach the target of 67-69 per cent of resources for category "A" countries, as per decision 96/15. One delegation was pleased that the resource allocation system had proved effective and had also influenced other agencies, for example, the International

Planned Parenthood Federation (IPPF), to adopt a similar system. The delegation added that in that regard decision 96/15 was an important contribution of the Executive Board to the norm-setting role of the United Nations. One delegation emphasized that resource allocation choices should be made on the basis of objective criteria. Noting that the current system had demonstrated its efficacy, the delegation stated that the principle of universality should not prevent the establishment of priorities.

37. A number of delegations expressed concern that country programmes in category "A" countries could not always be fully implemented because of absorptive capacity problems. They asked what concrete steps were being taken to address that problem. One delegation asked which indicators were being utilized by the Fund to monitor improvements in a country's absorptive capacity. One delegation stated that indicators and allocations were just one side of the equation and there was a compelling need for an optimum level of managerial and absorptive capacity. Noting the need for long-term strategic interventions aimed at sustainability, the delegation stated that UNFPA, in partnership with other agencies and within the framework of the proposed improvements of the Fund's Technical Advisory Programme, should assist countries in further strengthening their programme management skills. Welcoming the Fund's commitment to focus on increasing absorptive capacity of programme countries, one delegation, speaking also on behalf of another delegation, stated that reporting on results achieved under the MYFF along the line of country categories would help to determine whether funds were being used to best effect. One delegation, speaking also on behalf of another delegation, stated that it was crucial to ensure that capacity was built at the country level for data collection, analysis and reporting and that a culture for evidence-based decision-making was established. One delegation encouraged UNFPA to work closely with other United Nations agencies and a broad spectrum of development partners to ensure that a large component of assistance to countries was devoted to developing their capacities in the area of data collection and indicators.

38. Numerous delegations welcomed the three new indicators that had been included in the updated resource allocation system, namely, proportion of population aged 15-24 living with HIV/AIDS; adolescent fertility rate; and secondary net enrolment ratio. They agreed that the indicators used by the updated resource allocation system should reflect the key areas identified by ICPD+5. Indeed, the three new indicators were well suited to capture the recommendations of ICPD+5 as they covered some of the key areas in population and development and gave extra weight to the reproductive health dimension. In particular, several delegations singled out the HIV/AIDS indicator as being highly important and reflecting well the changed circumstances in the area of reproductive health. They stressed that the HIV/AIDS epidemic was a serious global challenge that must be taken into account in the allocation of UNFPA resources. One delegation hoped that UNFPA would pay close attention to the growing problem of HIV/AIDS in Asian countries when allocating future resources. Concerning the indicator on secondary net enrolment ratio, one delegation stated that monitoring should be done at primary and secondary school levels to ensure that girls enrolled in primary schools reach secondary school.

One delegation stated that the proportion of youth and the number of refugees should be taken into consideration.

39. Underscoring the need for collective action and a shared sense of responsibility, one delegation stated that unless the necessary corrective actions were taken to increase contributions to UNFPA, modifications in the resource allocation system would have little, if any, positive impact on country programmes. One delegation, speaking also on behalf of another delegation, stated that while there was a responsibility for donor and programme countries to provide UNFPA with more resources, there was also a clear responsibility for UNFPA to provide realistic income forecasts. One delegation stated that resources were the missing link in the formula for success towards meeting ICPD goals. Another delegation underscored the need for all Executive Board members to ensure that the goals agreed to at the ICPD and at the United Nations Millennium Summit were met. The delegation added that at the Millennium Summit its country had committed itself to reach the Official Development Assistance (ODA) target of 0.7 per cent of GNP by the year 2007. That would mean a four-fold increase in the country's ODA budget in the coming years. Another delegation indicated that its country would increase its contribution to UNFPA by 35 per cent in the year 2001.

40. One delegation stated that countries that were making progress in improving their socio-economic conditions should not be penalized for progress achieved. The delegation stated that under the updated resource allocation system its category had changed from "B" to "C", although it wished to retain its former category. The delegation added that it had limited resources and was hampered by such external factors as the price of oil and international debt-servicing. One delegation pointed out that although under the updated system its country was classified in the "C" category, that did not mean that the country had resolved all of its problems. One delegation drew attention to the fact that among the category "T" countries there were significant differences in socio-economic development and several of the Central Asian countries had weak indicators and were in great need of resources. The delegation asked to what extent those factors had been taken into consideration in the updated system. One delegation stated that under the updated system a large number of countries would move from category "B" to "C" and there would thus be a diminution of resources for countries within the "C" category. Another delegation echoed the same concern regarding the increase in the number of countries under category "C" and suggested that the resource allocation for that group should be increased by 1 or 2 per cent.

41. While emphasizing the need to safeguard the past achievements of graduating countries, one delegation stated that many graduating countries in the Latin American and Caribbean region continued to need long-term technical assistance, particularly in addressing such key issues as HIV/AIDS, maternal mortality reduction, and gender imbalances. The delegation added that in the Latin American and Caribbean region much remained to be done in the following areas: poverty eradication; social inequality and income distribution; indigenous populations; and prevention of early and unwanted pregnancy. Given that the report

(DP/FPA/2000/14) did not address those continuing needs of the region, a detailed strategic plan to assist the region should be prepared and presented to the Executive Board. Another delegation stressed that it must be borne in mind that not all countries had the means to achieve the ICPD and ICPD+5 goals. While concurring that assistance should be focused, the delegation agreed with the previous speaker that long-term technical assistance was required by countries in the Latin American and Caribbean region. The delegation requested information on the transition measures and the time frames envisaged by UNFPA regarding the application of the updated resource allocation system. A number of delegations stated that in the interest of transparency, all countries affected by the changes in classification should be informed and also given a period of transition and adjustment. One delegation stated that UNFPA should meet with each country in that regard.

42. Stressing that due care should be taken not to penalize countries that had done well but had not yet reached a stage of sustainability, one delegation stated that the following points needed particular attention: national commitment to population and development policies and programmes should be the fundamental criterion for assigning resources to countries; LDCs should continue to receive the priority accorded to them in the ICPD Programme of Action; countries should adopt time-bound targets for reducing illiteracy among women and girls; UNFPA should work more closely with others to improve data, both in terms of methodology and collection; resource mobilization efforts should be redoubled at both national and international levels; the benefits of public-private partnerships and collaboration with civil society should be maximized, including through strengthening international linkages.

43. A number of delegations asked for information concerning the linkages between various processes and management instruments, including the Common Country Assessment (CCA), the United Nations Development Assistance Framework (UNDAF), MYFF and programme design. Some delegations hoped that the resource allocation system would be informed by the MYFF and that the improved reporting and management resulting from a results-based approach would serve to make the resource allocation system more accurate and transparent. Noting the increased collaboration at the country level, one delegation asked what mechanisms UNFPA had developed to ensure that other donor support in the area of population was taken into account when resource allocation was considered by the country offices. With reference to the importance of reliable and comparable data, one delegation inquired about the availability of data for maternal mortality rates, which had been a problematic area earlier.

44. One delegation stated that a more detailed document was needed, one that explained the indicator thresholds, tables and methodology in a precise manner. The delegation added that the resource allocation system should take into account such factors as the impact of natural disasters, the needs of indigenous populations, and the number of people living in poverty. Another delegation asked how the thresholds for the new indicators proposed had been arrived at. One delegation asked for clarification on how the income criteria and criteria reflecting ICPD goals

would be weighted. The delegation added that the report (DP/FPA/2000/14) did not specify how the parameters for the eight indicators used by the system would be established in those cases where there was no information or insufficient information to quantify, as, for example, in the case of the incidence of HIV/AIDS and contraceptive prevalence.

45. In her response, the Executive Director thanked the delegations for their useful comments and questions. She thanked the Government of the Netherlands for the generous increase in its contribution that had been announced earlier. She was pleased to note that the Executive Board members generally agreed with the eight indicators utilized for the updated resource allocation system. She noted that some differences had been expressed regarding the income criterion, and she pointed out that it had been harmonized with that of UNDP. She concurred that a flexible approach was essential in implementing the updated resource allocation system and agreed that support, particularly with regard to technical assistance, including in the area of advocacy, should be maintained for countries that were ready to graduate. Concerning the issue of universality, she underscored that UNFPA provided assistance to all countries, noting at the same time, however, that the question of focus could not be ignored. She agreed that the needs of all countries, not just LDCs, should be met and pointed out that UNFPA had been doing exactly that under its current system. She stated that UNFPA had supported programmes and activities in 140 countries; however, the Fund's resources were focused on those countries that were most in need. Concerning the query about the Central Asian countries, she pointed out that UNFPA was supporting country programmes in those countries, as approved by the Executive Board. Thus, the needs of those countries were indeed being taken into account and were being met.

46. She fully agreed that countries that had achieved progress should not be penalized nor should there be setbacks. Regarding the change in classification of 21 countries, she noted that even if the system would not have been updated 19 countries would still have changed their classification. She emphasized that the Fund's own objective was to maintain progress. She was pleased to note that numerous delegations had underscored the need to increase resources to UNFPA, and she pointed out that that would benefit all countries. She stated that the changes in country classification would not result in any dramatic changes in the amount of resources countries received. She underscored the point made by several delegations that there had been a conscious and successful effort to increase resources to category "A" countries, in keeping with the decisions of the Executive Board. She appreciated the mention made by one delegation regarding IPPF adopting a system of resource allocation similar to that of UNFPA. She added that UNICEF had also used the UNFPA model. She stated that the system was a sound one. She noted that no country offices were going to be closed down as a result of the implementation of the updated resource allocation system.

47. She stated that the issue of absorptive capacity was being addressed by the Fund through programme and project design and that a guidance note had been issued on the subject. She underscored that the issue of absorptive capacity was a

system-wide issue and had to be addressed through the United Nations Development Group (UNDG). She emphasized the importance of getting more local entities involved in the process as stakeholders. She added that UNFPA needed to strengthen both technical and management oversight and that the results-based management approach would certainly give more attention to the issue of absorptive capacity.

48. In responding to the query on how the indicator thresholds were arrived at, the Executive Director noted that a process had been followed examining where countries should be by the year 2005 if they were to reach the goals of ICPD and ICPD+5. Regarding the query on data pertaining to maternal mortality she noted that it was a difficult area and for many of the poorest countries new data were not available. Thus, demographic and health surveys had been an important data source; also, surrogate-type data had been utilized. She added that UNFPA and other development partners were looking at maternal mortality-reduction strategies in more pragmatic ways and recognized that there was no one ideal approach. She stated that more needed to be done in partnership with the World Bank and other entities in the United Nations system to strengthen databases at the country level. Concerning the comment on unavailable or inadequate HIV/AIDS data, she observed that it was true that some countries did not acknowledge the severity of the HIV/AIDS epidemic in their countries, while others had limited testing facilities or lacked testing requirements. Nevertheless, the issue was gaining a great deal of international attention, particularly as linked with sexually transmitted diseases. The Fund had used the analysis available from UNAIDS. Regarding the comment on consultations with each country, she confirmed that close consultations were carried out with each country in the preparation of country programmes. She concluded by stating that the principle of universality must be maintained, and she underscored that the updated system of resource allocation would be implemented in a flexible manner so as to preserve progress made and avoid setbacks. She appealed to all countries to increase their contributions to UNFPA.

49. With reference to the linkages between MYFF, results-based management and the resource allocation system, the Director, Division for Finance, Administration and Management Information Services, noted that the indicators were consistent and were based on the Fund's programme priority areas of reproductive health, including family planning and sexual health, population and development strategies, and advocacy, with gender as a cross-cutting issue. He noted that UNFPA was currently undertaking a mapping exercise of goals and outputs and the respective indicators being used in the UNFPA programmes at the country level. The Fund was also working on a system of tracking resources with a view to link them with results. He noted that with the implementation of the MYFF and the establishment of reliable databases at the country level, UNFPA would be able to provide good reporting to the Executive Board. He observed that capacity building and partnerships were two strategic elements of the MYFF on which the Fund would report to the Board. Underscoring the importance of the CCA and UNDAF, he noted that UNDP, UNICEF and UNFPA, which had all adopted a MYFF and a results-based approach, were working together including through the UNDG to harmonize their programming processes. He concluded by thanking the

Government of the Netherlands for its generous contribution to UNFPA and the multi-year pledge that had been announced earlier. He noted that it was an illustration of the positive contribution of donors to the MYFF.

50. The Executive Board adopted the following decision:

2000/19
Review of the system for the allocation of UNFPA resources to country programmes

The Executive Board

1. *Takes note* of the report on the quinquennial review of the system for the allocation of UNFPA resources to country programmes (DP/FPA/2000/14);

2. *Strongly reaffirms* that the impact of UNFPA operational activities must be enhanced by, *inter alia*, a substantial increase in their funding on a predictable, continuous and assured basis, commensurate with the increasing needs of developing countries, as well as through the full implementation of General Assembly resolutions 47/199, 48/162, 50/120, 53/192 and parts relevant to operational activities for development of General Assembly resolution 52/12 B;

3. *Endorses* the approach for resource allocation as contained in document DP/FPA/2000/14, including both the indicators and threshold levels towards meeting the goals of the International Conference on Population and Development (ICPD) as well as the indicators that address the Key Actions for the Further Implementation of the Programme of Action of the ICPD, as adopted by the 21st Special Session of the General Assembly;

4. *Decides* that the updated resource allocation system contained in document DP/FPA/2000/14 should take effect at the beginning of the new programme cycle for any given country; in the case an upgrading country faces particularly adverse circumstances, its new resource allocation level should be implemented on a gradual basis, during a prudent transitory period;

5. *Reaffirms* the procedure for categorizing countries into Groups A, B and C as outlined in the report; approves the relative share of resources presented in table 5 of the report; and requests UNFPA to make special efforts to achieve the target shares for Group A countries as set out in table 5;

6. *Recommends* that the distribution of resources to individual countries, and particularly to those changing category, be made in a flexible manner, taking into account the need to ensure that the gains already made are not compromised;

7. *Endorses* that a grace period be accorded to the four new category O countries during which their programmes would be gradually phased out in a flexible manner;

8. *Recalls* its decision 96/15, in which the Executive Board, *inter alia*:

(a) Decided that the United Nations Population Fund, while using a flexible approach, should give special attention to the least developed countries, low-income countries and Africa;

(b) Also recognized the need to address the problems of significant social sectors and areas not reflected in national average indicators;

9. *Recognizes* that some countries may still continue to require programme support in selected thematic areas to assure that the gains already made are not compromised;

10. *Requests* the United Nations Population Fund, in recognition of the principle of universality, to make all efforts to maintain appropriate presence and visibility in all programme countries, including those in categories C, O and T;

11. *Further requests* the Executive Director to undertake a further quinquennial review of the system for resource allocation, including an assessment of the indicators and their threshold levels, and to report to the Executive Board in the year 2005; the assessment should be made in close consultation with all countries concerned, with a view to avoiding their duplication, as well as to ensuring their transparency, consistency and reliability.

28 September 2000

51. Following the adoption of the decision, two delegations took the floor.

52. The delegation of Egypt stated that it would have preferred that a grace period be given to all countries whose categories had changed, in order to preserve the gains that had been achieved as a result of the UNFPA programmes in the past and to prevent setbacks. It appreciated the element of flexibility that had been introduced in the decision, as it would give UNFPA the required flexibility to take into consideration the particular circumstances of countries, including the fact that national averages did not necessarily reflect social and economic disparities and other problems within countries. Noting that, in the past, programmes had had to be postponed or cancelled owing to a lack of funding, the delegation of Egypt hoped that the resource allocation system would not be resorted to every time the resource level itself went down. It called on all donor countries in a position to do so, to increase their contributions to UNFPA so that the Fund could continue to carry out its good work. It added that the review of the current system of resource allocation in the next five years should address all the components in a comprehensive manner. Referring to the different country categories, it underscored the need for equal treatment of all countries based on objective criteria. With regard to the graduation process, the delegation of Egypt stressed the need to take into consideration the different levels of development within each of the categories. It requested UNFPA to continue its good work in developing data and indicators for all countries so that the information would be available in the year 2005 for the Executive Board to consider different options and see which ones took into consideration the concerns of all countries.

53. The delegation of Nicaragua, while noting that it had similar concerns, reiterated the great importance it attached to the Fund's cooperation programmes in its country. The delegation observed that its country was continuing to make major efforts in its struggle to eradicate poverty. It stated that its country was very interested in continuing to be considered a Category "A" country, particularly because of the country's special conditions resulting from disasters, including Hurricane Mitch, and other problems. The delegation added that it would continue to make every effort to make voluntary contributions to UNFPA. Finally, it appealed to all donor countries to increase their contributions to UNFPA.

III. Financial, budgetary and administrative matters

54. The Executive Board had before it the "Annual financial review, 1999" (DP/FPA/2000/15 and DP/FPA/2000/15/Corr.1, Chinese, English and Russian only). As per decisions 99/21 and 2000/9, an oral report on updated estimates of UNFPA income in 2000 had also been requested by the Board.

55. In introducing the annual financial review for 1999, the Deputy Executive Director (Policy and Administration) noted that in 1999 UNFPA had experienced a decline of 9 per cent in general fund income, which dropped from $278.7 million in 1998 to $254.2 million in 1999. The decrease in income could be attributed primarily to a decrease in voluntary contributions caused by budget cuts of two important donors as well as the strength of the United States dollar. Multi-bilateral contributions continued a favourable trend, increasing to $33.6 million in 1999 as compared to $30.2 million in 1998. The Fund's total income for 1999 amounted to $287.8 million compared to $308.9 million in 1998. Total expenditures in 1999 amounted to $279.6 million, compared to $302.1 million in 1998, representing a decrease of $22.5 million or 7 per cent. Owing to the decline in income, programme expenditure, composed of project activities, technical support services and administrative and operational services, decreased from $246.7 million, or 81.7 per cent of total expenditures in 1998, to $214.1 million or 76.6 per cent in 1999. The Deputy Executive Director (Policy and Administration), highlighted the fact that proportionally, UNFPA execution continued to decrease by some 14 per cent, with procurement services provided to project activities accounting for 22 per cent of that execution modality. Proportionally, execution by United Nations agencies and non-governmental organizations (NGOs) increased by 14 per cent, respectively, while Government execution registered an increase of some 11 per cent.

56. Owing to the income shortfall in 1999, in accordance with Financial Regulation 12.2, UNFPA drew down $26 million from the operational reserve, leaving a balance of $24 million at year-end. The Deputy Executive Director (Policy and Administration) was happy to advise the Executive Board that with the recent payment of a contribution by a major donor, UNFPA had restored the operational reserve to its authorized level of $50 million. He added that UNFPA was acutely aware of the desirability of matching expenditures with income and was closely monitoring activity levels to ensure that in 2000 expenditures fell within the limits of available resources. He noted that a number of management measures, as outlined by the Executive Director at the Executive Board's annual session, had been implemented to assist in that regard. He concluded by noting that 1999 had been a challenging year for UNFPA. Income had continued to decline while the demand for UNFPA services had continued to grow. He appealed to the Executive Board to help to reverse the trend of declining resources, thus providing UNFPA with adequate resources to fulfil its critical mandate.

57. In response to decisions 99/21 and 2000/9, the Deputy Executive Director (Policy and Administration) presented an oral report on the updated estimates of UNFPA income for 2000. He noted that the current outlook was much more

favourable than what had been expected only three weeks previously, when the "Background note on update of contributions to UNFPA resources for 2000" had been prepared. He stated that as of 31 August, pledges received from donor countries for the year 2000 for UNFPA general resources amounted to $241.8 million, as noted in paragraph 3 of the background note. Thanks to the generous supplementary pledges from the Governments of the Netherlands and Sweden, that had been recently announced, the Fund's general resources income for 2000 was estimated at approximately $260 million, an increase of over $18 million. UNFPA was also projecting an increase in non-core resources of approximately $4 million (i.e., an increase from $40 million to $44 million), bringing the projected total income for 2000 to $304 million; compared to the $281.8 million figure given in paragraph 4 of the background note, it represented an increase of some $22 million.

58. The Deputy Executive Director (Policy and Administration) pointed out that the unfavourable exchange rate for the US dollar against most European currencies had been a major factor negatively affecting the Fund's general resources. Although a number of countries had increased their contributions in terms of national currencies and the euro, the conversion to US dollars had resulted in decreases in US dollar terms. Such losses on exchange had reached $6.1 million thus far in the year 2000 and totalled about $14.2 million for the three-year period, 1998-2000. He noted that paragraph 8 of the background note provided some concrete examples of the effects. He stated that the background note also reflected the Fund's dependency on a small core of donors for its resources. Indeed, as of 31 August 2000, 15 major donors accounted for about 98 per cent of the total contributions to UNFPA. UNFPA was striving to expand its donor base, which had peaked at 109 in 1992 and had reached 100 in 1996. The Fund's goal for 2000 was 100 donors. As of 31 August, the figure was 78; however, since the end of August, six additional donors had pledged, thereby raising the total number of donors to 84. During the next three months, UNFPA would continue its efforts to seek contributions from all governments in order to reach the goal of 100 donors.

59. The Deputy Executive Director (Policy and Administration) noted that the Fund was also doing everything it could to encourage multi-year pledges. As of 31 August, only 15 countries had submitted multi-year pledges and a corresponding schedule of payments. Six of those 15 were major donors (i.e., those contributing $1 million or more) and the remaining nine were regular donors. He underscored that general resources were the bedrock of the Fund's programme operations and were essential in maintaining the multilateral nature of the Fund's work. General resources were invaluable to UNFPA-supported country programmes, which were designed to help programme countries meet the challenges they faced in the area of population, reproductive health and sustainable development. In conclusion, the Deputy Executive Director (Policy and Administration) stated that UNFPA strongly appealed to its donor family to increase their contributions to the Fund for 2000 and beyond, and to make the payments as early in the year as possible. That would help UNFPA manage its tight cash-flow and enable it to fund its programmes at the level approved by the Executive Board.

60. During the discussion that followed, several delegations expressed deep concern about the Fund's declining core resources. Numerous delegations underscored the need for burden-sharing among donors and pointed out that many donors who were in a position to increase their contributions had not in fact fulfilled that responsibility. Several delegations emphasized the need to expand the Fund's donor base. To illustrate the point that UNFPA depended on too small a donor base, one delegation made a comparative analysis of donor contributions, noting that to date, in 2000, a small core of five donors had contributed approximately twice as much to UNFPA as six of the seven major industrialized countries. The delegation called on the major donors to perform better with regard to their contributions to the Fund's core resources.

61. Several delegations were pleased to note the increase in the Fund's supplementary income, including increased funding from the private sector. While welcoming that trend, some delegations cautioned that the multilateral and neutral nature of the Fund should not change in any way as a result of the growth in non-core resources. One delegation asked about the unspent resources in some of the trust funds. Another delegation asked what steps had been taken to enhance internal coordination regarding fund-raising activities. The same delegation also asked to know the reasons behind the large increase under "Other Expenditures" in table 1 of document DP/FPA/2000/15. Some delegations asked why there had been a 16 per cent increase in the biennial support budget as compared to 1998. Several delegations welcomed the restoration of the operational reserve to its authorized level. Some delegations expressed concern about drawing down on the operational reserve and pointed out that it was not a sustainable practice and should be avoided. With reference to contributions received by UNFPA, numerous delegations referred to the negative impact of the US dollar on currency exchange rates and they suggested that other arrangements should be explored, including examining the experience of other United Nations entities. Some delegations asked if the strong US dollar had resulted in increased purchasing power for UNFPA in programme countries. One delegation suggested that UNFPA should diversify its procurement and purchasing to other currencies. Another delegation wondered if the time had come to seek the support of national legislatures and executives to approve supplementary allocations to UNFPA to make up for losses from local currency exchange rates. Several delegations were pleased to note an increase in national execution modalities and a decrease in UNFPA execution. Several delegations were also pleased to note the positive signs regarding the Fund's income situation in 2000.

62. The delegation of Sweden announced that its Government had approved an additional core contribution to UNFPA for 2000 in the amount of 21 million Swedish kroner (approximately $2.23 million). The delegation stated that in the context of financing for development, its Government was supporting a project on "Mobilizing support and resources for the United Nations funds and programmes". An initial discussion had taken place in Stockholm in August and presentations were planned for the Executive Board and the respective funds and programmes.

63. One delegation, referring to the earlier difficulties the Fund had encountered with the Integrated Management Information System (IMIS), asked if they had been resolved. The delegation also asked when the Executive Board would consider the recently published report of the Board of Auditors. Another delegation underscored the need to support the countries with economies in transition and pointed out that in the face of declining resources, it was all the more important to work in collaboration with civil society and NGOs. The delegation stated that the attention of world leaders should be drawn to the serious financial situation facing the United Nations funds and programmes and the dangerous consequence that the priority needs of countries would not be met. One delegation expressed concern that project expenditure in Africa had declined by 16 per cent. The delegation asked why UNHCR was not included in the list of executing agencies in table 4 of document DP/FPA/2000/15.

64. In his response, the Deputy Executive Director (Policy and Administration) thanked the delegations for their supportive and constructive comments. He noted that UNFPA took its fund management responsibility seriously and recognized that it was accountable to the Executive Board. He noted that on assuming his post at UNFPA he had sought and received staff support in cost-containing measures introduced by the Fund in view of the decline in resources. He stated that he appreciated the Board's concern regarding the decline in the Fund's income during the last few years. He underscored the importance of political will in mobilizing resources to meet the goals of the International Conference on Population and Development (ICPD) and ICPD+5. Regarding the comments on the increase in the Fund's support budget, he agreed that UNFPA had to work on managing administrative costs. He observed that the Fund was currently going through a workforce planning and realignment process and all posts and contracts were being critically reviewed with a view to reducing personnel costs and minimizing the support budget. He stated that he had taken note of the Board's concern regarding the growth in non-core supplementary income, and he assured the Board that UNFPA would continue to maintain the multilateral nature of its assistance.

65. He noted that the Executive Director was working to strengthen the Fund's resource mobilization capacity at headquarters and in the country offices. He recognized that the Executive Board's trust in the Fund would ultimately depend on how efficiently UNFPA utilized its resources to achieve its goals. He pointed out that the financial crisis had become an opportunity for the Fund to increase its efficiency. He stated that through the multi-year funding framework (MYFF) and results-based management, the Fund would seek to have significant impact at the country level. He noted that next year UNFPA would present its biennial support budget to the Board and would endeavour to achieve some savings in the support budget. Referring to the report of the Board of Auditors, he praised the work of the external auditors and noted that UNFPA was addressing the issues highlighted by the Board of Auditors.

66. The Deputy Executive Director (Programme), in responding to comments on two programmatic issues, underscored that over the past few years UNFPA had made conscious efforts to increase national execution of projects and to decrease UNFPA execution. She clarified that the actual level of national execution (composed of execution by both Government and national NGOs) was higher than suggested by table 4 because the execution by national NGOs was not reflected therein as it had been combined with the execution by international NGOs. She pointed out that in the future UNFPA would separate those so that the total picture on national execution would become clearer. With reference to the query on collaboration with UNHCR, she stated that UNFPA had very close collaboration with UNHCR both in the field and at headquarters. She noted that UNHCR and UNFPA were part of the original core group that had developed the manual on support for reproductive health in emergency situations. Also, both organizations were part of the group that had developed the reproductive health emergency kits. She clarified that UNFPA did not implement emergency activities at the operational level, instead it utilized other organizations to do that. However, it did procure and supply emergency kits and that activity was listed as executed by UNFPA. At the field level, UNFPA had collaborated with UNHCR and national/local authorities in supporting a number of emergency activities.

67. The Director, Division for Finance, Administration and Management Information Services (DFAMIS), thanked the delegations for their useful and constructive comments. He concurred with the need to control the support budget and stated that UNFPA had taken strong measures to contain support budget expenditures in 1998 and 1999. Referring to tables 8, 12 and 13 in document DP/FPA/2000/15, he noted that the net support budget expenditure had risen from $54.8 million in 1998 to $63.6 million in 1999, which was an increase of $8.8 million. He explained that $3 million of the $8.8 million increase was due to subvention fees for services UNFPA received from the United Nations Secretariat and UNDP. He pointed out that there had been a delay in billing and while some portion of $3 million should have been billed in 1998, it was in fact billed in 1999. Consequently, expenditures in 1999 were higher than in 1998. Secondly, after the harmonization of the UNFPA, UNDP and UNICEF budgets, it had been agreed that the income tax refund would be credited as income to the budget with a corresponding reduction in the contribution to UNFPA from the given country. He noted that during the 1998-1999 biennium, one major donor provided a contribution in 1998 but not in 1999 and therefore about $2 million as income tax refund became an expenditure. Thirdly, although the recruitment of seven UNFPA representatives had been approved earlier, UNFPA had delayed such recruitment in the first year of the biennium in order to contain budget expenditures. Thus, most of the expenditures associated with the recruitment took place in 1999 and amounted to $1.7 million. Finally, because of the decline in project expenditures the support-cost income earned also decreased by $1 million. He underscored that the $8.8 million increase should be cast against the fact that in any given biennium the expenditures were always higher in the second year than the expenditures in the first year. Nevertheless, that did not mean that the organization had spent more than had been appropriated. He pointed out that of the $8.8 million increase, only $0.8 million was an increase and that it was in fact much less than an inflationary increase would have been, which clearly indicated that the Fund's cost-containing measures had

generated savings. He emphasized that in any discussion of the biennial support budget, it would be essential to look at the total biennium and not just at the individual years. He noted that for the 1998-1998 biennium, the appropriation approved for UNFPA had been $127.5 million; however, the Fund's support budget expenditure for that period had only been $118.4 million. Pointing out the unencumbered balance of $9.1 million, he emphasized that UNFPA had been very prudent in implementing the biennial support budget for 1998-1999.

68. The Director, DFAMIS, stated that UNFPA had taken note of the comments made by delegations regarding increased monitoring and control of expenditures during the current biennium. He observed that while the overall ratio of the Fund's support budget expenditure to total income of the biennium might seem a little high at 22 per cent, compared to that of the Fund's sister agencies, it was much less. Referring to execution modalities, he concurred with the view expressed by some delegations that there should be an increase in national execution by Governments and NGOs and a proportionate decrease in execution by UNFPA. He stated that UNFPA was making conscious efforts towards that end. With regard to currency exchange rates and the strength of the US dollar, he noted that UNFPA expenditures were made in both local and hard currency and the latter remained unaffected by the strong US dollar. Regarding the operational reserve, he thanked the donors for their contributions, which had made it possible for the reserve to be restored to its authorized level. He agreed that drawdowns from the operational reserve should be avoided, and he assured the Executive Board that UNFPA had introduced measures to control expenditures. He underscored his faith in the MYFF and pointed out that if all major donors made funding commitments on an assured, predictable and continuous basis, then it would be possible to appropriately plan the pace of programme implementation within the commitments that had been made. He noted that the volatility of income was a very difficult issue to deal with and he concurred with the delegation that had stated that caution should be used in the future in projecting income growth rates. He added that UNFPA had been very cautious in income forecasts for the current year and expenditure ceilings had been controlled. Regarding a query on the report of the Board of Auditors, he pointed out that it would be discussed at the first regular session 2001. Concerning the query on the IMIS, he observed that most of the interface problems encountered last year had been resolved. He added that better monitoring mechanisms were being put in place with regard to other services provided to UNFPA by UNDP.

69. The Chief, Finance Branch, DFAMIS, responding to the query on the increase in "Other Expenditures", noted that it was a result of holding funds in currencies other than the US dollar, and pointed out that most of it constituted paper losses.

70. The Chief, Resource Development Branch, Information and External Relations Division, stated that in the last two years UNFPA had experienced a rapid growth in supplementary or co-financing income. He observed that in 1998, UNFPA had projected a supplementary income of $25 million for each year of the biennium and already in 2000 the Fund had received $44 million. He stated that

while the funds were greatly welcomed managing that large volume of resources was taxing the capabilities of the units responsible. Consequently, some large balances in several of the multi-bilateral trust fund accounts had built up. However, in late 1999, some institutional measures had been put in place to strengthen the Resource Development Branch capacity to manage and administer a higher level of income for multi-bilateral programmes. He stated that the specific steps taken included the following: adding a staff member to the unit's co-financing team; developing a multi-bilateral monitoring matrix which at a glance provided the total picture of any given trust fund portfolio; introducing co-financing workshops based on a multimedia presentation; and tracking payments through an information tool called Chase FAX. He concluded by stating that the unit would need to continue to improve and strengthen its capabilities to track and manage the Fund's growing supplementary income.

71. Following the response from the secretariat, one delegation took the floor. The delegation thanked UNFPA for the explanations regarding the increase in expenditures and pointed out that in the future it would be useful for the Fund to provide such clear explanations either in the report itself or else in an informal meeting prior to the Executive Board session. Regarding currency exchange rates, the delegation noted that UNICEF had recently informed its Executive Board that more than 70 per cent of the contributions it received were in currencies other than the US dollar and that 50 per cent of the expenditures it made were in currencies other than the US dollar. The delegation requested UNFPA to provide similar information to the Board in the future. While noting that for the last three years the Executive Board had been discussing the issue of the negative impact on UNFPA resources resulting from the strength of the US dollar and the consequent unfavourable exchange rates for other currencies, the delegation stated that it would be useful for UNICEF, UNDP and UNFPA to jointly discuss the matter and explore alternatives, given that all three organizations faced the same problem.

72. The Director, DFAMIS, thanked the delegation for its suggestions and stated that in the future UNFPA would include explanatory notes in the report. He also agreed that it that would be useful to have collaborative discussions on the issue of exchange rates, under the aegis of the Executive Board, with the involvement of UNICEF, UNDP and UNFPA, if the Board so chose.

73. The Executive Board took note of the "Annual financial review, 1999" (DP/FPA/2000/15 and DP/FPA/2000/15/Corr.1, Chinese, English and Russian only) and of the oral report on updated estimates of UNFPA income in 2000.

IV. Technical advisory programme

74. The Executive Board had before it a document entitled "Progress report on implementation of Technical Advisory Programme arrangements" (DP/FPA/2000/16), submitted in response to paragraph 9 of decision 99/19.

75. In introducing the report, the Director, Technical and Policy Division (TPD) noted that since its inception in 1992, the Technical Advisory Programme (TAP) had readily adapted to changes in the priorities, needs and circumstances of countries. Following the International Conference on Population and Development (ICPD) in 1994, the TAP system had been modified to support the reproductive health approach more effectively and to ensure mainstreaming of gender concerns. More recently, the system had been revised to meet the need to strengthen monitoring and evaluation of UNFPA country programmes, to respond to the HIV/AIDS epidemic and to utilize new information technologies. He observed that for the preparation of the progress report (DP/FPA/2000/16), UNFPA had undertaken a number of special activities to assess the progress of the system, including: (a) an intranet-based discussion group with participation from TAP partner agencies, the Country Technical Services Teams (CSTs) and other UNFPA headquarters staff; (b) a field inquiry, facilitated by the UNFPA country offices, to obtain the views of government officials and national population experts, both governmental and non-governmental; (c) informal consultations with CSTs and TAP partner agencies in the United Nations system to assess their performance and overall contribution to meeting the needs of programme countries for technical assistance; and (d) a desk review of relevant evaluation reports and internal documents.

76. He noted that the field inquiry had revealed, *inter alia*, that: (a) the overall need for technical assistance in most programme countries would remain substantial and was likely to expand further in the specialized areas within the Fund's three core programme areas; (b) countries had high priority needs for technical assistance in a broad range of sub-areas, including adolescent reproductive health, reproductive health programme management, policy development and the development and management of integrated information systems; (c) the CSTs were a major source of technical assistance and in many countries were the sole source; (d) capacity at the national level was growing although the number of national experts was unevenly distributed among countries; and (e) a strong demand existed for training to further increase national capacity.

77. The Director, TPD, pointed out that strengthening national capacity was a key task of all TAP specialists and during 1999 one third of all mission activities were related to national capacity-building. He noted that monitoring the TAP system was an ongoing process and involved UNFPA headquarters as well as the coordinators within each partner agency's headquarters. The performance of each individual CST and Technical Advisory Services (TAS) specialist was assessed annually based on his/her performance plan. Additionally, the CSTs submitted semi-annual reports on their activities which were reviewed at UNFPA headquarters. Management audits of CST offices were undertaken on a regular basis. An inter-

agency task force composed of CST directors, TAP agency representatives and UNFPA headquarters staff met at least once a year to review the functioning of the system.

78. The Director, TPD, stated that the TAP would contribute to the goals and outputs of the multi-year funding framework (MYFF). To that end, the CST and TAS specialists had begun to develop objectively verifiable indicators of their work. Those indicators would be linked to the MYFF goals and would be specifically designed to measure the extent to which the TAP system was contributing to national self-sufficiency in the provision of technical expertise in the Fund's three core programme areas. He noted that owing to the Fund's current financial constraints, it would be difficult to meet the anticipated increase in the technical assistance needs of countries. Owing to the decline in the Fund's resources, the number of CST and TAS positions had been reduced from 156 in 1992 to 130 and of those many were vacant at the present time. He concluded by noting that during the coming year, UNFPA would explore various ways to continue meeting the technical assistance needs of countries.

79. During the discussion that ensued, several delegations supported the increased emphasis of the TAP on national capacity-building and appreciated the information in the report on how regional and national expertise in capacity-building was being utilized. One delegation noted that the report had not addressed the issue of utilization of national and regional expertise in relation to capacity-building and networking within the TAP. The same delegation stated that since the main objective of the TAP was to enhance national capacity-building, it would be essential to give more weight and emphasis to the services rendered through the CSTs. The delegation commended the TAP system ability to respond to emerging needs and challenges, for example, the HIV/AIDS epidemic. One delegation, while noting that the TAP played a valuable role in the design and implementation of population programmes in many countries, expressed concern about the high number of vacancies within the programme and suggested that new strategies for recruitment should be developed. The delegation stated that if the positions were not financially feasible in the long run, ways to restructure TAP with fewer staff should be considered, while safeguarding productivity. Another delegation reiterated its proposal made at the Executive Board's third regular session 1999, urging that the posts for TAS specialists be reduced to one post per agency.

80. One delegation noted that its country's experience with the CST had been very useful in many significant respects, including technical backstopping for the development and implementation of the third country programme; technical backstopping for developing a comprehensive population and housing census project document that served as an essential advocacy tool to mobilize resources, particularly from bilateral donors; and technical backstopping in connection with training in the use of the logical framework (logframe) approach in designing the fourth country programme. The delegation emphasized that all of those exercises with the CST had been characterized by a participatory approach; effective synergy between local programme managers, experts and the CST; and benefits to the

country programme resulting from the sharing of information on both best and worst practices. The delegation stated that one major constraint was that the crowded schedule of the CST members affected the timely delivery of technical assistance. Given those circumstances, the delegation stated that the Executive Board might wish to review the staffing levels of the CSTs.

81. One delegation, speaking also on behalf of another delegation, expressed concern that the analysis requested in paragraph 9 (a) of decision 99/19, concerning the ability of the TAP system to respond to programme country needs for technical and strategic support, had not been adequately addressed in the report. The delegation stated that a more comprehensive analysis would have been useful. The delegation noted that the field inquiry referred to in the report indicated that countries were currently not getting the technical assistance they needed. The delegation hoped that UNFPA would take advantage of a more decentralized approach to improve the effectiveness of its technical assistance. The delegation was also concerned that the report had not provided information requested in paragraph 9 (b) of decision 99/19 concerning the monitoring of the TAP system, particularly in the context of the MYFF. Also, no mention had been made as to how the TAP logframe analysis would contribute to the goals and objectives of the MYFF. The delegation stated that it was looking forward to examining the proposals to be presented in next year's report, including on a more proactive and strategic approach in the provision of technical assistance coupled with the flexibility the Fund planned to introduce.

82. One delegation, speaking also on behalf of another delegation, stated that although the report described a wide range of input activities, it was difficult to get a sense of the scale and value of the outputs and the contribution of the TAP to UNFPA goals and the impact of the support provided by the TAP. The delegations hoped that a more performance-based assessment of the TAP would be provided within the context of the MYFF. The delegations added that the report had not addressed the evolving skills mix that UNFPA needed to support investments in reproductive health in the context of health sector development. The delegations hoped that the proposals to be presented the following year would address that more explicitly. The delegations added that the report for the following year should provide a breakdown of the costs of current arrangements against the costs of alternative mechanisms, such as regional resource centres, for ensuring that countries received the technical assistance they needed. The delegations stated that overall they were still not convinced that the TAP provided the most effective means of supporting institutional capacity-strengthening on a sustained and continuous basis.

83. One delegation, speaking also on behalf of another delegation, was pleased to note the contributions of the TAP, including in Ethiopia and Ghana. The delegations underscored that the TAP was unique in that it was composed of various United Nations agencies. Noting that the population field was complex, the delegations stressed the importance of using a multisectoral approach in addressing population issues. The delegations emphasized the need to build national capacity

and asked if partnership with other development actors could be enhanced at the regional level in the context of the Common Country Assessment and the United Nations Development Assistance Framework. The delegations noted that the role of the TAS specialists remained ambiguous, and they suggested that the functions of the TAS specialists should be streamlined with added emphasis on the technical backstopping of the CSTs. The delegations encouraged UNFPA to find innovative ways to strengthen technical backstopping at strategic stages of the country programme cycle, and asked that the next report elaborate on such alternatives as increased contacts with universities, other institutions, donors and NGOs.

84. One delegation noted that the report was descriptive and greater attention should have been focused on measuring outputs. The delegation observed that although the list of activities carried out by the TAP was impressive, no in-depth analysis or evaluation had been provided. Consequently, it was difficult to verify the value added by the TAP system. The delegation underscored the importance of national capacity-building.

85. One delegation, while noting that it had a generally positive impression of the TAP, stated that it had some reservations about the TAS component. It noted that the added value of TAS functions had not been clearly demonstrated and wondered whether the TAS functions could be assumed by the CSTs. The delegation added that it would continue to have questions on the costs and benefits of the system and asked if it might be possible to do better with a smaller number of posts. The delegation noted that on average, each CST had 12 budgeted posts and that seemed a sufficient number to ensure technical assistance in the priority areas. The delegation stated that it would have been useful to have included the TAP staffing table in the document. Another delegation asked to know more about the specificity of technical services provided by the TAP to countries that did not have UNFPA-supported country programmes. The delegation also asked whether the CST to be located in Bratislava, Slovakia, had been established.

86. One delegation was pleased to note the increased cooperation between the CSTs and the TAS specialists and hoped that cooperation with NGOs in the field would be further strengthened. The delegation encouraged strengthening of information-sharing and the establishment of a cooperation mechanism among the TAP partner agencies to expand awareness about population issues. The delegation stated that in order to make the CSTs more efficient, the specialist areas of the teams should be more diversified to respond to the needs of programme countries. Another delegation, while noting that the availability of funding was a precondition for programme implementation, stated that there should be a balance between the country programme and the TAP. The delegation stated that given limited resources, technical cooperation within the United Nations system should be strengthened and technical experts from NGOs and other international organizations should be utilized. In addition, increased funding should be sought to recruit national experts and efforts made to increase the training of experts. Modern communications and information technologies, including the Internet, should be utilized to reduce travel.

The delegation emphasized that national experts should be utilized as much as possible.

87. A joint statement was made by FAO, ILO, UNESCO and WHO, agencies that were participating in the TAP. They underscored that at the country level, the TAP system worked very well in providing coordinated support to country programmes. The TAP was frequently cited as an example of effective collaboration among United Nations agencies and as an appropriate means of working with NGOs. It had demonstrated its capacity to provide substantive technical assistance to countries to build national capacity in a flexible and dynamic manner. At the agency level, the TAP had played a crucial role in incorporating population-related elements in the work of participating agencies. The resource situation at UNFPA had, however, resulted in several operational steps being postponed or eliminated. In addition, several posts that were essential for the implementation of an interdisciplinary and comprehensive approach to population issues had been frozen and the vacancy rate for TAS posts at present was close to 50 per cent. That factor severely impaired the smooth functioning of the TAP system. The agencies hoped that the freeze would be partially lifted in the present biennium.

88. In her response, the Deputy Executive Director (Programme) thanked the delegations for their positive comments and the helpful suggestions they had made for the report for the following year. With reference to the staffing table, she noted that it had been provided in an earlier report and, because of space limitations, had not been included in the current document. However, the table could easily be provided to the Executive Board members and was, in fact, the same as approved by the Board last year. Responding to the queries regarding insufficient technical advisory services and the crowded schedule of the CST specialists, she noted that because of financial constraints, it had not been possible to fill all the TAP posts. Nevertheless, UNFPA was trying to safeguard the priority areas within the teams, and every effort would be made to fill the vacant posts when the financial situation improved. Regarding one delegation's suggestion that there should only be one TAS post per agency, she noted that that was almost the case because of the current freeze on recruitment. She observed that for the next report, UNFPA would look into the possibilities of more cost-effective provision of technical advisory services, including drawing on other resources in the regions. She underscored that building national capacity and utilizing national experts where available had been the goal of the TAP since its inception. The CSTs had been instructed to seek and utilize national experts, including from the private sector; however, owing to the heavy demands on their time, in-country networking was not easy. She pointed out that UNFPA was revising the roster of national, regional, subregional and international experts.

89. Regarding the need to make better and more systematic use of the time of the CST specialists, she pointed out that they went on missions when requested by countries. UNFPA was seeking to enhance the links between CSTs, country offices and the pertinent technical unit at UNFPA headquarters, and CST involvement would be systematically built into the country programme cycle. While observing

that UNFPA was working on developing the TAP logframe, she pointed out that the work of the TAP fed directly into the MYFF, particularly with regard to national capacity-building and advocacy, which were key strategies of the MYFF. Regarding the query on technical assistance to countries that did not have a UNFPA-supported country programme, she stated that the Fund had always made technical assistance available to such countries. She underscored that where financial resources were very limited, technical support took on added importance. She noted that the CST to be located in Bratislava, Slovakia, was in the process of becoming operational and was being staffed with CST specialists drawn from the teams located in Kathmandu, Nepal, and Amman, Jordan.

90. In his response, the Director, TPD, thanked the delegations for their constructive comments and stated that they would be very useful in preparing the next report. Regarding capacity-building, he noted that strengthening of both national experts and national institutions was undertaken by the TAP. He observed that one third of the CST missions were directly devoted to capacity-building, including institutional development. He stated that utilizing national experts was highly important. However, at times it was difficult to recruit national experts who were in government service. Also, sometimes Governments specifically requested international expertise. He observed that the experience varied from region to region, with some regions utilizing a great number of national experts, particularly from universities. He stated that the TAP also continued to have successful regional cooperation, including with the United Nations regional commissions and other regional bodies, and collaboration with other United Nations organizations. For example, UNAIDS had assigned seven HIV/AIDS advisers to the CSTs.

91. With reference to the query on the value added by TAS specialists, he noted that they were an important part of the TAP system interdisciplinary and inter-agency approach. The TAS specialists provided technical backstopping for the CST advisers, organized meetings, synthesized information on emerging themes, and transmitted information and analysis to the CSTs and the country offices. Within their own agencies, the TAS specialists advocated for population issues and were important agents in advocating for the ICPD Programme of Action. In response to another query, he noted that no while no cost-benefit analysis of the TAP system had been conducted, independent evaluations of the TAP had been carried out. He stated that the next report would include analysis on how national expertise was being utilized.

92. The Executive Board took note of the "Progress report on implementation of Technical Advisory Programme arrangements" (DP/FPA/2000/16).

V. Country programmes and related matters

93. The Executive Board had before it two proposed country programmes: "Assistance to the Government of Cambodia" (DP/FPA/KHM/2); and "Assistance to the Government of Viet Nam" (DP/FPA/VNM/6). As no requests for a separate discussion had been received, in accordance with decision 97/12, the Board approved without discussion the following country programmes: "Assistance to the Government of Cambodia" (DP/FPA/KHM/2); and "Assistance to the Government of Viet Nam" (DP/FPA/VNM/6). Following the approval, the floor was opened for comments and questions of a general nature.

94. The Deputy Permanent Representative of Viet Nam to the United Nations expressed his sincere appreciation to the Executive Board for the approval of the country programme (DP/FPA/VNM/6). He thanked UNFPA at all levels, headquarters, regional and country, for its cooperation with the Government of Viet Nam and with other development partners in Viet Nam. He expressed his deep gratitude to the Executive Director of UNFPA for her leadership and commitment to assisting his country. He stated that it was gratifying to report that the Fund's assistance to Viet Nam, commencing in the 1970s, had had a concrete and positive impact on the well-being of the Vietnamese people. He stressed that the country programme that had just been approved conformed with his Government's policies and priorities and had been prepared in close consultation with other development partners. The country programme was in line with the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) and the decisions of the Executive Board. He noted that the country programme was also in line with the Programme of Action of the International Conference on Population and Development (ICPD) and ICPD+5. He observed that in implementing the programme due importance would be given to past successes. He reiterated the Executive Director's observation made at an earlier session that advocacy without improved services would be a waste. He underscored that the Government of Viet Nam was strongly committed to effective results-based activities in the area of population and development and pointed out that the Government had increased investment in population and health programmes, including through loans obtained from the World Bank and the Asian Development Bank. He pointed out that Government spending had increased 140 per cent in the area of education and doubled in the area of health, with a five-fold increase in spending on family planning. While pointing out that Viet Nam remained a poor country and faced many socio-economic challenges, including the HIV/AIDS epidemic, he called for greater cooperation with UNFPA and its partners and emphasized that increased resources were needed to preserve the gains made in the past.

95. Several other delegations welcomed the approval of the two country programmes. One delegation noted that UNFPA interventions in Viet Nam had been most efficient and had contributed to the country's development. The same delegation added that it would be useful for the Fund to also take into account other issues such as urbanization, migration, the environment (including urban pollution) and their inter-linkages with population issues. With reference to the Cambodia

country programme, the delegation stated that the right course had been taken with regard to the population strategy, and noted that the impact of the programme would depend on mobilizing sufficient funds for the programme. The delegation commended the synergy between the UNFPA-assisted programme and the cooperation programme of its own country in Cambodia.

96. Another delegation, while noting that its country had substantial bilateral assistance programmes in both Cambodia and Viet Nam, stressed the importance of ensuring that UNFPA programmes complemented and did not duplicate the work of other development partners. The delegation hoped that the Fund's focus on capacity building of the National Centre for Health Promotion in Cambodia would complement its own country's primary health care project in Cambodia. The delegation supported the goal and purposes of the Viet Nam country programme and was pleased to note that United Nations agencies in Viet Nam had harmonized their programme cycles. The delegation stated that the document (DP/FPA/VNM/6) would have benefited from a more specific elaboration of how the programme goals would be achieved. For example, the delegation would welcome an explanation of how UNFPA envisaged the advocacy role working in practice.

97. With regard to Cambodia, one delegation stated that its country attached particular importance to the area of population and HIV/AIDS, especially given the recent surge in HIV/AIDS prevalence in Cambodia. The delegation noted that in June, its Government, together with that of another donor country, had sent a joint mission to Cambodia, under the framework of the Global Issues Initiative on Population and AIDS (GII-Common Agenda). The delegation observed that its country, in close collaboration with the other donor country, would follow up on the mission findings and contribute to promoting reproductive health in Cambodia. The delegation regretted that the budget for the Cambodia country programme had decreased as a result of the Fund's recent funding situation and it hoped that the programme budget for Cambodia would increase once the UNFPA funding situation improved. The delegation added that its country intended to assist the activities of the UNFPA country office in Cambodia by utilizing its bilateral official development assistance to the country.

98. One delegation, speaking also on behalf of two other delegations, noted that further elaboration was needed on the nature of the collaboration between United Nations Development Group partners. The delegations commended the focus on meeting the reproductive health needs of men and women, including HIV/AIDS prevention. The delegations stated they would have preferred more information on coordination with other development partners, particularly the World Bank. The delegations stated that for future programmes, it would be important to show how the programmes of the different partners reinforced each other.

99. Another delegation provided technical comments on both country programmes. With regard to the Cambodia country programme, the delegation noted that the reproductive health issues were addressed in a comprehensive way,

and it hoped that increased access to quality family planning services would lead to a decrease in the high abortion rates. The delegation encouraged UNFPA to play a greater advocacy role in the area of HIV/AIDS prevention, given the serious spread of the epidemic in Cambodia. Regarding the activities targeted to adolescents, the delegation asked whether reproductive health commodities would be supplied under the proposed programme in addition to information, education and counselling. The delegation asked what firm plans were in place for donor support of contraceptive supplies after 2000. On the issue of peer counselling, the delegation called attention to recent studies funded by Pathfinder International that had shown that adolescents tended to place more trust in advice from adults than from peers on reproductive health issues. With regard to monitoring and evaluation, the delegation asked why the important indicator "number of clients served" would not be tracked. The same delegation stated that it was impressed by the Viet Nam country programme and commended UNFPA for the work it had carried out to assist with the population and housing census which had strengthened the capability of the General Statistics Office. The delegation asked whether the UNFPA geographic target areas were the same as those of UNICEF and WHO. The delegation also asked for a clarification on whether the UNFPA-supported reproductive health activities were part of the primary health care efforts being supported by UNICEF. Given that the reduction of maternal mortality was an important objective for both organizations, the delegation wished to know more about the coordination of their activities. The delegation suggested that a more aggressive advocacy position might be appropriate given the current rates of abortion, sexually transmitted infections (STIs), including HIV/AIDS, and reproductive tract infections (RTIs). The delegation asked to know more about specific advocacy programmes, including the provision of reproductive health information to adolescents and unmarried young adults.

100. The Director, Asia and the Pacific Division (APD), thanked the Executive Board for the approval of the two country programmes and for the useful comments made by several delegations. She reiterated that both programmes were in line with the developmental plans of the respective Governments and had been developed in close consultation with governmental, non-governmental, United Nations and donor agencies. The preparation of both programmes had been guided by the CCA and UNDAF exercises. The programme cycles had been harmonized with those of UNICEF and UNDP, and the programmes would complement the programmes of cooperation of the other United Nations agencies.

101. The common issues that were being addressed in the two UNFPA-supported programmes included the rapidly increasing incidence of HIV/AIDS, high rates of abortion, high rates of STIs, low male participation in family planning and limited access to reproductive and sexual health information and services for adolescents. The Director, APD, assured the Executive Board that in the implementation of the programmes, the respective country offices would coordinate and collaborate with UNICEF, UNDP, WHO and other agencies in order to maximize the impact of programme delivery while reducing any duplication and overlapping both in geographical and substantive coverage in order to provide the best possible programmes to Cambodia and Viet Nam. On the subject of reproductive health commodity supplies, she stated that UNFPA would provide assistance to strengthen

the national capacity to forecast, manage, and distribute contraceptives in an effective way. In both countries, contraceptive commodity needs would primarily be met by the other donors. On rare occasions, if required, UNFPA would attempt to fulfil the unmet need. UNFPA would also assist both countries in implementing social-marketing programmes and in approaching various donors in order to ensure the regular supply of reproductive health commodities for the programmes.

102. With reference to the Cambodia country programme, she agreed on the need for UNFPA to play a greater advocacy role for the prevention of HIV/AIDS, and to include monitoring indicators as suggested. She added that UNFPA had taken note of the reference to the recent study funded by Pathfinder International pertaining to adolescent issues and would follow up with relevant parties. She pointed out that the proposed programme intended to involve community leaders, village chiefs, parents, teachers and monks as well as male and female peer educators to increase their support for adolescent reproductive health issues. Responding to the comment made by one delegation regarding its concern about the reduced programme budget for Cambodia, she indicated that if the income of UNFPA increased, it was likely that UNFPA-supported programmes in all countries would benefit, including in Cambodia. She added that UNFPA looked forward to working with the delegation's Government in order to strengthen the partnership to address the issue of HIV/AIDS in Cambodia. Concerning the question regarding the Fund's collaboration with other development partners, she noted that UNFPA would collaborate with UNICEF, WHO and the German Agency for Technical Cooperation (GTZ) in health sector reform; with UNESCO and UNICEF in the area of adolescent reproductive health and education; and with the European Union, the World Bank and the Government of Japan in the prevention of HIV/AIDS. The Fund's assistance would mainly be focused on capacity-building through training and technical assistance, the provision of policy advice, and strengthening and improving access to service delivery.

103. Regarding the country programme in Viet Nam, the Director, APD, noted that UNFPA had been working very closely with UNICEF and WHO to complement their assistance. Both the UNFPA and UNICEF programmes were part of the primary health care efforts: UNFPA focused on reproductive health for adolescents, young adults, couples about to marry and pregnant women, and on ante-natal, delivery and post-natal care while UNICEF focused on rural water supply, sanitation, nutrition immunization and child education. UNFPA and UNICEF had nine districts in common where both organizations were supporting implementation of maternal health interventions. In addition, UNFPA and UNICEF were collaborating with WHO, the United Nations International Drug Control Programme and UNAIDS on a joint strategic approach to prevent mother-to-child-transmission of HIV/AIDS and a joint project would be implemented in four pilot districts starting in 2001. The Director, APD, observed that UNFPA had signed memoranda of understanding with the World Bank and the Asian Development Bank defining their respective areas of collaboration in the health sector in Viet Nam. She concurred with the suggestion that a more aggressive advocacy position was needed to address HIV/AIDS, RTIs and STIs and to reduce the high rates of abortions. She added that the UNFPA Representative in Viet Nam currently chaired the theme group on HIV/AIDS, through which coordinated efforts to address the epidemic

were being promoted. She noted that on the advocacy front UNFPA, together with UNAIDS and the Asia Forum of Parliamentarians on Population and Development (AFPPD), had involved Vietnamese parliamentarians in a recent meeting of East and South East Asian countries on HIV/AIDS and STIs. The Fund had organized media campaigns to create awareness and disseminated information at the grass-roots level through such avenues as telephone hotlines, youth clubs and condom cafes. In conclusion, she thanked the Governments of Cambodia and Viet Nam for their deep commitment to rapid social development and noted that the Fund's inputs had made a difference and that further progress would be achieved through implementation of the new programmes.

Farewell to the Executive Director

104. The President of the Executive Board, the Permanent Representative of the Czech Republic, speaking on behalf of the entire Board, stated that, during her years with UNFPA, Dr. Nafis Sadik had touched many lives in every region of the world. She had helped the needy and had advocated strongly for reproductive health, gender equity and equality and the empowerment of women. She had given voice to the many voiceless women around the world. And her voice had been heard in the centres of power in both developing and developed countries. He emphasized that the driving force of Dr. Sadik's vision and her work had always been a better quality of life for all - for families and for individuals. Sustainable development had always had a human face for her. And in the true spirit of the Programme of Action of the International Conference on Population and Development (ICPD), she had promoted people-centred programmes and strategies. With great passion and fervour, she had promoted universal literacy and emphasized the education of girls and had called for the involvement of men in addressing reproductive health issues and promoting gender equity and equality. She had fearlessly stressed the need to address adolescent reproductive health, including attention to strategies and programmes that focused on HIV/AIDS prevention. She had also focused attention on emerging issues, for example, ageing and international migration, which impacted both programme and donor countries. She had never hesitated to urge the international community to mobilize increased resources to address population and development issues with the goal of ensuring a better quality of life for all.

105. The President noted that under Dr. Sadik's leadership and guidance, UNFPA had grown from a small trust fund to the largest source of multilateral assistance to population programmes. As a result of her personal commitment to gender equity and equality, today women made up 46 per cent of the Fund's professional staff and 60 per cent of its senior management. That remained unmatched in any other part of the United Nations system. He stated that she had been a strong supporter of the United Nations reform process and had been an active and dynamic participant in the Executive Committee of the United Nations Development Group. Capitalizing on its areas of comparative advantage, UNFPA, under her leadership, had always sought to strengthen its partnerships with other agencies and entities of the United Nations system. Dr. Sadik's dynamism and determination had also been visible in the strategic partnerships that UNFPA had forged with the private sector and civil

society, including non-governmental organizations, private foundations, religious and traditional leaders and other stakeholders and actors in the field of population and development. The President stated that Dr. Sadik would always be remembered for her visionary leadership, keen intellect, charismatic personality and for her compassion and genuine commitment to enhancing the well-being of women, men and children around the world. The President concluded by thanking Dr. Sadik for her visionary leadership and for her close partnership with the Executive Board. He wished her great success with all her future undertakings.

106. The Vice-President of the Executive Board and representative of Botswana, speaking on behalf of the African States, stated that the African group wished to register its sincere appreciation to Dr. Sadik for her leadership and dedication to UNFPA over the years. She thanked Dr. Sadik for her tireless efforts in advocating for population and development issues and for ensuring that the reproductive health and rights of women and men were consistently at the fore and never allowed to be on the back burner. She recalled the ICPD+5 process during which Dr. Sadik spent long nights at the United Nations with the delegations, guiding negotiations in an effort to ensure that the needs of women and girls were always taken on board. She underscored that Dr. Sadik had become a very well-regarded friend of the African region and throughout her years at UNFPA had assisted African countries in opening up discussions on traditionally "no go" issues such as adolescent sexual and reproductive health, which today were given high priority by most of the Governments in the region and by civil society, in light of Africa's growing youth population and other emerging health-related problems. She applauded Dr. Sadik for her role in seeking "smart" partnerships for UNFPA with foundations, the private sector and NGOs, all in the effort to restore the resource level of UNFPA. She wished Dr. Sadik good luck in her future endeavours and was confident that Dr. Sadik would continue to be an advocate for population and reproductive health issues for many years to come.

107. The Vice-President of the Executive Board, the Deputy Permanent Representative of Viet Nam, speaking on behalf of the Asian States, stated that Dr. Sadik was among those public figures who had made an enormous contribution to development in the twentieth century and who had worked consistently to ensure that development had a human face. Dr. Sadik was leaving behind a solid UNFPA. In the 13 years she had served as Executive Director of UNFPA, Dr. Sadik had rendered a great service to the peoples of the Asia and Pacific region and of the world as a whole. Her tireless efforts to bring vital issues to the attention of world leaders and the public had resulted in a significant change in the way people everywhere viewed population and development. Dr. Sadik had steadfastly faced up to controversial issues and had turned herself into the world's leading advocate for ensuring that all couples and individuals enjoyed good reproductive health throughout their lives. Dr. Sadik had travelled many times to his country and to other countries in his region, and her empathy and knowledge had occasioned great admiration from all who had met her. He noted that Dr. Sadik had exerted a profound impact upon Asia, the most populous continent, and he was proud that she hailed from Asia. He stated that the ICPD had been one of the most splendid achievements of Dr. Sadik during her tenure as Executive Director. In the years

since the ICPD, Dr. Sadik had taken the lead in working to see that the goals of the ICPD were realized. He acknowledged the great contributions that Dr. Sadik had made to the work of the Executive Board and observed that in her presentations to the Executive Board and in responding to questions and comments made by Board members, Dr. Sadik had always been honest, forthcoming and direct. He thanked Dr. Sadik for her contributions to the well-being of people, especially women and children, in his country and in the other countries of his region and he wished her great success in all her future endeavours.

108. The representative of the Czech Republic, speaking on behalf of the Eastern European States, paid tribute to the unique accomplishments of Dr. Sadik and noted that she had shaped UNFPA through the ICPD and the ICPD+5 processes into an efficient and influential United Nations programme. She stated that throughout her career, Dr. Sadik had been a great champion of women's health and rights. She had been a brave activist for reproductive health and rights ever since she first began her medical career as a civilian medical doctor in women's and children's wards in military hospitals in Pakistan. Since then she had been strongly committed to empowering women and removing all existing obstacles to their full and equal partnership in society. The ICPD had been a defining moment in Dr. Sadik's already distinguished career. As Secretary-General of the Conference, she had fully seized the opportunity to present women's issues to the international community. The representative stated that it was generally known that after the demise of communism in Eastern Europe, the situation of many women in the region had deteriorated as a result of rising unemployment, economic turmoil and emerging conflicts. UNFPA, under the wise leadership of Dr. Sadik, immediately recognized the new needs of the countries with economies in transition and responded by launching new programmes of assistance in a timely manner. The representative stated that despite having been in high posts for such a long time, Dr. Sadik had remained a Woman (with a capital W), steadily bringing women's perspectives to discussions with a clear vision and unrelenting courage. She had devoted her life to giving voice to women all over the world. She had encouraged women to stand for their rights and inspired men to promote the status of women. On behalf of the countries from her group, the representative thanked Dr. Sadik for her extraordinary dedication, hard work and wise leadership and wished her all the best in the years to come.

109. The Vice-President of the Executive Board, the Permanent Representative of Guatemala, speaking on behalf of the Latin American and Caribbean States, recalled with nostalgia his long association with Dr. Sadik, beginning from the time before she had assumed the office of the Executive Director of UNFPA. He stated that Dr. Sadik's legacy was an impressive one. Despite the difficulties she had had to face, ranging from financial restrictions to the consequences she had had to suffer from dealing with a matter as delicate as population policy, there was no doubt that UNFPA "had made a difference". Indeed, it was noticeable in the day-to-day activities with regard to reproductive health in many countries, and it was noticeable in the broad strokes of the Programme of Action of the ICPD and of ICPD+5. There was no doubt that the ICPD had had an enormous impact in linking population and development, and it had strongly influenced the priority agenda of the United

Nations. Under Dr. Sadik's leadership, UNFPA had been able to combine, in a creative manner, its operational activities with its advocacy of certain objectives in the field of population and development. All that was done without overlooking that those activities fell within a wider context, namely, that of the role the United Nations was called upon to play in the world.

110. He concluded by thanking Dr. Sadik for all that she had done for the United Nations in general and for UNFPA in particular. He wished her much success in her future activities.

111. The Vice-President of the Executive Board and representative of Japan, speaking on behalf of the Western European and other States, expressed deep appreciation to Dr. Sadik for her outstanding work and strong commitment to population and development issues for the last three decades during which she had worked at the UNFPA, including the 13 years she had served as its Executive Director. Noting that the population issue was one of the biggest issues confronting humankind, he pointed out that it was Dr. Sadik who had made sure that population matters, and reproductive health in particular, came to the forefront of the international community's consciousness because they affected the quality of life of women, men and children in a fundamental manner. It was Dr. Sadik who had made sure that the issue of population was accorded the highest priority in international cooperation for development and humanitarian assistance. A skilled doctor and a person who had given deep thought to the future of the human race, Dr. Sadik had become an advocate for the weak and those in need. Throughout the ICPD process, its follow-up, and the five-year review at the Special Session in 1999, she had played a vital role in the adoption and implementation of the ICPD Programme of Action. Underscoring her achievements with respect to family planning and reproductive health, including reproductive health for adolescents, he noted that achievements in those areas were only possible because of Dr. Sadik's persistent efforts, including her efforts to involve UNFPA in strategic partnerships. He noted that she had always been straightforward and outspoken in addressing the issues facing UNFPA. That had helped the international community to deal directly with the reality that women and children all over the world faced. Through her own humanity, she had worked to open the hearts of the delegations to the United Nations. On behalf of all the peoples of the countries of his group, he wished Dr. Sadik great success in her future endeavours.

112. The Administrator of UNDP stated that Dr. Sadik's departure would be a very sad moment not just for the Executive Board and UNFPA but for the entire United Nations system. Dr. Sadik had been much more than just a great friend and supporter of the United Nations - she had been a real force for change. As the first woman to head a major United Nations agency, she had been a trailblazer, both in her own right and as a tireless, energetic, articulate campaigner for the rights of women everywhere. A superb international civil servant and a magnificent stateswoman, Dr. Sadik had won a well-deserved reputation for toughness but also for fairness; for being bold and outspoken - but always on the right issues and in a manner and context that served the broader ideals and values cherished by all.

Recalling Dr. Sadik's memorable speech to the General Assembly at the five-year review of the Fourth World Conference on Women, he noted that her words and her passion had played a very big part in moving the delegations towards accepting a document that articulated the needs and aspirations of all women in the North and in the South, young and old, rich and poor. Observing that the gesture was not an isolated one, he pointed out that Dr. Sadik was best known and applauded for her many international successes, most notably the ICPD, where she had managed, against the odds, to forge consensus on the critical importance of population issues to address wider global problems. In the face of strong resistance from some who sought to subordinate women's rights by hiding behind the cloak of religion and culture she had managed to drive through possibly the most radical and female-friendly language a United Nations Conference had seen.

113. He underscored Dr. Sadik's equally dedicated contribution to the broader internal workings of the United Nations during what had been a very difficult time financially and managerially. Her wisdom and experience had time and again helped to find solutions and a way forward down the path of reform, building a more responsive and articulate United Nations system. He stated that Dr. Sadik had been a tireless advocate of the message that smaller families and slower population growth helped to combat poverty, ill health and illiteracy. She had illustrated in person, in principle and in practice how and why women's empowerment and gender equality were essential, both for their own sake and for their impact on development. He noted that time and again Dr. Sadik had shown the courage of her convictions and a deep commitment to the advancement of women and humankind - sentiments born of her personal experience as a professional woman with close contact with the grass roots. He concluded by noting that it would be difficult for him and for many colleagues in the United Nations system and among Governments to imagine a UNFPA without Dr. Sadik - but he believed that her vision and example would live on in UNFPA and in the United Nations, making both stronger. He was also pleased to note that Dr. Sadik had agreed to serve as an Eminent Person for the International Year of the Volunteer throughout 2001.

114. A number of delegations took the floor to thank Dr. Sadik for her many contributions to the field of population and development and to wish her great success in the future.

115. Dr. Sadik then delivered the following farewell statement to the Executive Board:

"It is more than 13 years since I came before you for the first time as Executive Director of UNFPA. I remember that I was very nervous, although as Assistant Executive Director I already knew many members of the Governing Council (as it was then). But the Council was very understanding and supportive, and I got through my speech without too many problems. I must say that I have always been slightly nervous every time I have spoken to you - not because I expected criticism, but because I have always had a sense of occasion when I came to talk to you. Our

meetings have never been *pro forma* affairs: each one of you has taken a personal interest in the work of UNFPA, and I know that you have paid the closest attention to my reports.

And now, though we know each other very well, as I come before you for the last time, I find I am a little nervous again. This time we know each other even better, and I know you are very much on my side. But this is my last speech to you, and at the end of it I have to say goodbye. It is a good time for me to be leaving - you appreciate and support my work, you feel that I am on the whole successful, and some of you may even think that my departure is premature. That is all to the good. When people start saying it is time to leave, it is already too late.

At the same time, it is hard to say goodbye. I have been with UNFPA for 30 years, almost since the beginning. It has been - I don't think it is too much to say - my life.

But I think I pass on to my successor an organization which is and has been successful in what we do. A great measure of credit for this success is due to the backing you have given us as our Executive Board. I owe you collectively and each of you personally a great debt of gratitude for your continuing support to UNFPA, to my colleagues, and to me. Your interest and attention have made my task as Executive Director perhaps not always easy, but always rewarding. Whether I have been reporting on UNFPA programmes or asking you - yet again - to increase the level of resources for our work, I have always been able to rely on you for a sympathetic hearing. Your understanding of the many obstacles we face, your appreciation of each achievement and your determination to help us succeed have made UNFPA stronger and given us new enthusiasm for the next stage. I, my staff and the Executive Board have been the best of partners in a great enterprise, and whatever success UNFPA has had, or I have had as Executive Director, is owed to this productive partnership. I know that you will offer the same support to my successor.

Let me take this opportunity to offer my thanks and congratulations to all my colleagues in UNFPA. When I joined the Fund, there were only 15 of us altogether. We have grown to over a thousand, but UNFPA remains one of the smallest and closest groups in the United Nations system. Our success owes everything to our sense of belonging to a family. We all have our different characters and approaches, but we are united by a deep commitment to the work we do.

In April 1987, when Secretary-General Javier Pérez de Cuéllar appointed me, we were still in a state of shock following the tragically early death of Rafael Salas.

I would like to pause here for a moment to remember the first Executive Director of UNFPA, the man who established UNFPA on the world stage. His determined diplomacy made certain that population would take its proper place among

development issues; and his leadership ensured that he would bequeath a flourishing organization to his successor.

By the time I took over, UNFPA was secure in the United Nations family, with the 1984 International Conference on Population behind us, and increasing intensity in all areas of population and development work.

Of all the many aspects of our programmes, I have consistently emphasized empowerment and equality for women. I think I nailed my colours to the mast early in my tenure: one of my first presentations to the Governing Council as Executive Director was an implementation strategy to strengthen the capacity of the Fund in dealing with issues concerning women. The Council helped me then by noting the report "with appreciation", and you have consistently helped me since with your support and understanding on this central issue. Two other events in 1987 stand out in my mind. One of my first tasks as Executive Director was to join the Secretary-General in welcoming Baby Five Billion on 11 July 1987. Another was to join as one of six co-sponsors in launching the Safe Motherhood Initiative, which for the first time clearly stated the connection between maternal health with women's reproductive rights.

Both of these events were defining moments for me. We launched the Day of Five Billion with the explicit idea that it was time to make clear that population is a matter of people, not statistics. The picture that went round the world was of Baby Five Billion with his mother. In that picture everyone saw what UNFPA sees every day, the future of the world in one woman, and her child.

Another Secretary-General welcomed another baby last year, when we passed six billion, and again the emphasis was on humanity, not numbers. World population has grown by over a billion people in the course of my tenure as Executive Director; and I do not feel any shame in saying so. On the contrary, I can say that more than half the world's women can now control their fertility; that family size in developing countries has fallen dramatically; and most important of all, that compared with any previous period in history, the female half of the world's population is at last beginning to receive the attention that is its due.

In 1989 the *State of World Population* report set out some recommendations for the year 2000 in regard to what we called "investing in women". We wanted among other things to ensure that 500 million women had access to family planning. Today the figure is 494 million among married women alone, so we have more than reached the target. In the process we have not only redefined the goal in terms of reproductive health, but also redefined the whole field in which we work.

I think that is our greatest achievement in these 13 years. Working together, using the procedures and mechanisms of the United Nations, the countries of the world,

your countries, have defined a new vision not only of reproductive health, not only of gender empowerment and equality, but of the whole field of population and development. During the ICPD process we built a great coalition - of national Governments, NGOs and of the international bodies. As Secretary-General of the Conference, two moments stand out in my memory: the first when I visited the NGO Forum (against my security advisers' wishes) and was greeted by an audience of thousands of women, packed to the rafters and cheering as if they wanted to bring the roof down. The second was when, at the end of my closing speech to the Conference, all the delegations stood and applauded. They applauded me, but the applause was really for what we had achieved together; that spirit of common purpose is the legacy I would hope to pass on to the next Executive Director.

The ICPD Programme of Action and last year's review showed how our common purpose might be realized, if we have the vigour and determination to do it.

We shall certainly need all the vigour and determination we can muster. For example, I feel we have made little progress in reducing maternal mortality and morbidity. Despite all our efforts as part of the Safe Motherhood Initiative, despite a whole decade spent drawing attention to the tragic waste of human life, maternal mortality and morbidity remain essentially where they were in 1987. We also have a new threat, in the form of HIV/AIDS; defeating it will call for all our efforts in the coming years.

As you might imagine, I have many ideas for the future, some of which I hope to pass on to my successor. I believe, for example, that confronting AIDS and ensuring universal reproductive health and rights, including, most importantly, adolescent reproductive health, demands that we adopt some new approaches, notably to the attitudes and behaviour of boys and men. We must find ways to reassure men, and bring them into productive partnerships in which they do not feel threatened by women's increasing empowerment. Equality for women will empower men; but we have to find ways of convincing men that this is really true.

This is a big challenge. But we have met and overcome great challenges in the 30 years of UNFPA and the 13 years of my term as Executive Director. Thanks to your commitment and support, the field is better understood, better integrated in development thinking, better resourced and better equipped to succeed than when I became Executive Director. In terms of a human lifetime, 13 years is a brief span. You have enabled UNFPA to move a long way in a short time.

I have a few regrets - in particular that my language lessons never went far enough to allow me to give this speech in French. I suppose six weeks over four years just isn't enough. If I could have my time over again, I would use some of it to learn not only French but some other languages as well. I manage to communicate quite well in English, but think what we could do if I spoke a few more languages!

Whether you say it in English or French, you have made my tenure a most happy, productive and rewarding one; you have helped me go some way to realizing my personal dreams, on behalf not only of the women of the world, but of the families and societies to which they belong. For that, I offer each one of you personally and the countries which you represent, my deepest and most heartfelt thanks. Goodbye and my best wishes to you for the future".

116. The Executive Board adopted the following decision:

2000/18
Expression of appreciation to Dr. Nafis Sadik, Executive Director of the United Nations Population Fund, 1987-2000

The Executive Board

Noting with sadness that Dr. Nafis Sadik will retire from her position as Executive Director of the United Nations Population Fund, effective 31 December 2000,

Commending the visionary and courageous leadership of Dr. Sadik as Executive Director of the United Nations Population Fund and acknowledging her central role in bringing population and development issues to the forefront of the international agenda, recognizing in particular her championing of reproductive health and rights, gender equity and equality, the empowerment of women and the needs of adolescents,

Recognizing the vital role of Dr. Sadik as Secretary-General of the International Conference on Population and Development in Cairo, Egypt, in 1994, and in particular her determination and dynamism in facilitating the forging of a consensus among 179 States on the Programme of Action of the International Conference on Population and Development, and recognizing also her key role in the ICPD+5 review and appraisal process and her commitment to the coordinated follow-up to the recent United Nations global conferences,

Acknowledging her deep dedication to assisting countries around the world in implementing the Programme of Action of the International Conference on Population and Development, with particular attention to national priorities and particularities,

Also acknowledging her unrelenting commitment to advocating on behalf of and giving voice to the many voiceless women around the world, *inter alia*, through promoting and enhancing their reproductive health and well-being,

Recognizing her leadership role in forging strategic partnerships with the private sector and civil society, including non-governmental organizations, private foundations and other stakeholders and actors in the field of population and development,

Also recognizing her tireless efforts and strong commitment to the United Nations reform process and her dynamic and active participation in the Executive Committee of the United Nations Development Group,

1. *Expresses its deep appreciation and gratitude* to Dr. Nafis Sadik for her effective management and distinguished leadership of the United Nations Population Fund from 1987 to 2000, for her accomplishments and for her deep commitment to population and development;

2. *Extends its best wishes* to Dr. Nafis Sadik for a long and happy life and for continued success in all her future undertakings.

26 September 2000

117. The Executive Director thanked the Executive Board for its decision and tributes.

UNDP segment

VI. United Nations Office for Project Services

118. The Executive Director of the United Nations Office for Project Services (UNOPS), in his introductory remarks, emphasized the need for conservative business acquisition targets for 2000 and 2001, owing to uncertainties associated with the evolving UNOPS client base and demands for new types of services, and noted that the Advisory Committee on Administrative and Budgetary Questions (ACABQ) had recommended Executive Board approval of the revised budget estimates (DP/2000/37 and Corr.1 and DP/2000/37/Add.1 and Corr.1). In addition, Board approval was being sought for a budget flexibility level of 5 per cent of the approved budgets for 2000 and for 2001 (a request also endorsed by the ACABQ) to respond to unanticipated changes in business acquisition. A supplementary budget would be submitted to ACABQ and the Executive Board in the event of a large unanticipated demand. The Executive Director informed the Board that, starting in 2001, no budgetary distinction would be made between recurrent and non-recurrent expenditures and stated his intent to restore the operational reserve to the $14.3 million level by the end of 2000 and to reach the prescribed level of 4 per cent of combined expenditures of the preceding year by the end of 2003, achieving those goals mainly through cost savings rather than increased management fees. He advised the Board of the provision by the Administrator of the delegation of authority in personnel matters earlier in September 2000 in accordance with Board decision 99/17 of 15 September 1999 and asked for Board approval *ex post facto* of 37 additional posts at the P-5 level and below, noting that ACABQ had recommended approval of that request as well as that for the upgrading of two existing P-5 posts to the D-1 level. Furthermore, in response to Executive Board decision 2000/16, he had submitted to the Board a report on the establishment of posts in UNOPS (DP/2000/30), which had been reviewed by ACABQ, with the latter recommending full delegation of authority to the Executive Director for all posts up to the D-2 level, with prior concurrence of ACABQ for posts at the D-1 and D-2 levels.

119. Numerous delegations expressed their appreciation for the reports and the introduction by the Executive Director. Some speakers stressed the need for the timely publication of documents to give Member States adequate opportunity for proper study and consultation with the capitals. The continued success of UNOPS in operating in accordance with the self-financing principle and the viability of its financial management model were commended, with delegations also commenting favourably on UNOPS efforts to increase its portfolio and have significant income from new projects funded by a diversified client base, to augment programme countries' share in the international procurement of equipment, and to develop the capacity of programme countries in manpower. With respect to the report on revised budget estimates for the biennium 2000-2001, some delegations expressed concern about the drop in resources while others called attention to the decrease in the operational reserve; several delegations concurred with ACABQ that replenishment of the reserve should begin before the date of 2002 proposed by the Executive Director. Queries were raised as to the future growth of UNOPS, the possibility of overspending, the causes for the 33 per cent decrease in new project acquisitions from UNDP regular resources and UNDP trust funds from 1998 to 1999, the effect

of the competitive business environment on the UNOPS fee-setting mechanism, the increase in expenditure for rental and maintenance of premises, and UNOPS strategic directions and business plans. Nine delegations supported the request for authority to incur expenditure up to 5 per cent over and above the approved budget estimates for the biennium, with some countries reiterating the continuing need to operate in accordance with the self-financing principle. Uncertainties in costs and income levels reflected in the revised budget estimates were seen as reasons for close monitoring of new types of demands and the fee structure to enable more accurate predictions of delivery and related income.

120. Other concerns related to a decrease in the percentage of women as international experts and consultants from both developed and programme countries and a decrease in national professionals at time when the UNOPS business portfolio was increasing and being diversified and additional posts were being requested. One delegation noted a decline in project delivery in only one region - Asia and the Pacific - from 1998 to 1999 while the total number of projects increased in the same period.

121. Several representatives expressed their satisfaction that the authority in personnel matters had been delegated by the Administrator to the Executive Director. Many delegations registered their approval of the reclassification of two existing P-5 posts to the D-1 level, based on the additional justifications provided by UNOPS. One representative asked for an explanation of the request for 37 new posts at a time when 85 posts were vacant. Concerning the issue of the delegation of authority for the establishment of posts at the D-1 level and above, several delegations expressed their confusion as a result of inconsistencies between the recommendation by UNOPS, which reflected the MCC position, and the ACABQ recommendation contained in document DP/2000/38. One delegation inquired about the frequency with which UNOPS needed to establish D-2 posts; reminded the Executive Board that in its decision 2000/16 it had requested UNOPS to provide justification for the establishment of posts at only the D-1 level on an *ex post facto* basis; and added that perhaps the distinction could be made between the establishment of project administration-related D-1 posts, which would not require Board approval, and more structural D-1 posts relating to UNOPS core functions, for which prior authorization of the Board would be needed. Many delegations indicated the need to clarify the role and responsibilities of the MCC vis-à-vis the Executive Board, noting that there were occasions when the MCC was perceived as infringing on the purview of the Board. The MCC giving consideration to UNOPS fund-raising on behalf of UNDP was cited as an example of such a situation. The need to streamline the activities of the MCC was noted, and concern was expressed about the appropriateness of the present arrangements between the MCC and the Executive Board.

122. The Executive Director thanked the delegations for their contributions to the discussion and, referring to the varied proposals on procedures for establishing UNOPS posts, called the attention of the Executive Board to the distribution of a document containing extracts of all relevant legislation on MCC functions. He also

informed the Board that the Secretary-General had asked the Under-Secretary-General of the Office of Internal Oversight Services to look at the MCC from the perspective of the original purpose of its establishment. The Board would be kept informed of progress in that area.

123. Responding to various queries, the Executive Director indicated that owing to the self-financing principle, UNOPS could not spend more than it earned (a situation under continual review by both internal and external auditors), the only exception being non-recurrent expenditure temporarily charged in part to the operational reserve; that the replenishment of the operational reserve would begin earlier than foreseen should the income for 2000 be significantly higher than present estimates (UNOPS would report to the Executive Board once the books for 2000 had been closed); that the selection of UNOPS to execute projects was made because of anticipated gains in efficiency but that UNOPS, as a demand-driven implementing organization, had no influence over the nature or geographical location of services to be provided on demand; that decisions to move to decentralized offices were governed by a cost-benefit analysis; that the distinction between project-related posts covered by the administrative budget and all other posts was maintained in the budget and staffing table; and that, to date, senior project managers needing to be covered from UNOPS income had all been at the D-1 level. The Executive Director also stated that while UNOPS business might increase, growth would be in non-traditional areas, e.g., administration of non-military missions. The Board would be kept abreast, at least on an annual basis, of trends in business acquisition, especially from non-traditional funding sources. In addition, the Board had access to UNOPS business plans, which were synchronized with the budgets and made available simultaneously. The Executive Director was of the opinion that UNOPS and UNDP, working together, should be able to identify the underlying causes of the decrease in UNOPS funding from UNDP referred to earlier.

124. The Assistant Director, Finance, Budget and Administration, called the attention of the Executive Board to the fact that comparisons of expenses for rental and maintenance of premises should take into account the fact that utilities were included in those costs. Also, the difference between the approved and revised estimates for headquarters relocation reflected the need for alterations to the new premises sooner than anticipated, as well as investments in the expansion of UNOPS offices in Kuala Lumpur and Abidjan.

125. The Assistant Director and Chief, Division for Human Resources Management, explained that the number of international experts and consultants and the number of national professionals varied depending on the nature of the projects UNOPS was asked to implement; that while UNOPS was not subject to geographical distribution, it was cognizant of the need to maintain a healthy balance, including a balance between the recruitment and hiring of nationals of both developing and developed countries (in 1999, UNOPS was able to increase significantly the number of experts and consultants hired from programme countries, as requested by the Executive Board); that UNOPS was also making an effort to increase the number of female experts and consultants; and that although there was a relatively high

vacancy rate, the Executive Director needed to maintain the flexibility offered by having a balance between the types of contracts used to hire personnel, including assignments of limited duration (ALDs) and short-term consultancies, since very often the Executive Director used those posts to meet temporary or short-term needs through a variety of contract modalities.

126. The Executive Board adopted the following decisions:

2000/20
UNOPS revised budget estimates for the biennium 2000-2001

The Executive Board

1. *Takes note* of the report of the Executive Director on revised budget estimates for the biennium 2000-2001 (DP/2000/37 and Corr.1 and DP/2000/37/Add.1 and Corr.1);

2. *Approves* the revised budget estimates for the biennium 2000-2001 in the amount of $106.3 million;

3. *Decides*, pursuant to UNOPS Financial Regulation 7.5, that the Executive Director shall have authority to incur expenditure, both personnel and administrative-related, in an amount not to exceed 5 per cent of the approved budget estimates for the biennium in order to respond to unanticipated changes in business acquisition that are supported by unspent and/or projected income;

4. *Approves* the staffing level as proposed for the biennium 2000-2001;

5. *Approves* the reclassification of two posts at the P-5 level to the D-1 level;

6. *Endorses* the view of the Advisory Committee on Administrative and Budgetary Questions that the replenishment of the operational reserve should start earlier than 2002 if the income and expenditure of UNOPS so permit;

7. *Requests* the Executive Director to work toward the replenishment of the operational reserve as a matter of urgency and to report to the annual session 2001 as part of the consolidated UNOPS report on the measures needed to restore the operational reserve to its prescribed level.

28 September 2000

2000/21
Responsibility of the United Nations Office for Project Services in personnel matters

The Executive Board

1. *Takes note* of the report of the Executive Director (DP/2000/30) and of the fact that delegation of authority in personnel matters has been provided to the Executive Director by the Administrator;

2. *Requests* the Executive Director to report at the annual session 2001, as part of the consolidated UNOPS report, on measures taken to ensure the proper discharge of the delegated authority and on the impact, if any, of the continuing need for advance approval of the Executive Board for the establishment of posts at the D-1 level and above.

29 September 2000

127. An account of the discussion on the progress report on follow-up to the evaluation of the UNDP/UNOPS relationship is contained in chapter VIII, paragraphs 171-177, along with the text of the decision adopted by the Executive Board on this matter (2000/22).

VII. Financial, budgetary and administrative matters

128. The Administrator highlighted the new opportunities for UNDP following the Millennium Assembly and the UNDP Ministerial Meeting. After a long, difficult period, UNDP was on the brink of a much brighter future underpinned by renewed political support, a clear focus supported by ministers from South and North alike, and the commitment and legitimacy to take real global leadership in the fight against poverty. However, two serious obstacles remained: performance and resources.

129. The new climate of political support was the critical foundation for the work of UNDP that had been lacking for some time. The Millennium Summit had demonstrated that the United Nations was seen by both North and South as having the reach and credibility to tackle the problems associated with globalization in a way that brought people together rather than dividing them. UNDP had a special role, as the Secretary-General had stated at the Ministerial Meeting, in developing strategies to meet development targets, particularly the overarching goal of halving world poverty by 2015.

130. Given the new climate of political support, it was therefore essential that UNDP build on and accelerate its change process, making the organization more responsive to and driven by real needs at the country level. In that regard, the quality of the overall performance of UNDP must be strengthened. The results-oriented annual report (ROAR) had already provided the essential foundation for that task at the country level. The performance culture now needed to be extended to the internal workings of UNDP. Some key actions in recent months had included: an 8 per cent headquarters staff reduction (out of a targeted 26 per cent by the end of 2001); the carrying-out of key recommendations of the Options Group, convened to strengthen and focus country offices; the establishment of a dedicated web site for the Administrator to interact directly and regularly with resident representatives; extra support for country offices with performance problems; and recruitment of policy expertise in key areas of specialization.

131. The following actions had been taken to strengthen performance: a new performance measurement system; a new 360 degree feedback system; competency assessments for resident representatives; a partnership survey; new staff support and training; the new management-track Leadership in Development Programme; and a $20 million shift of programme staff and resources from headquarters to the field.

132. The Administrator informed the Executive Board that the overall resource situation in UNDP remained precarious despite the increase in contributions from many donors and programme countries in local currency terms. The strong US dollar meant that total income for regular (core) resources in 2000 was now likely to amount to only $666 million, down from the $681 million of the previous year. Cash-flow problems caused by low and late payments had necessitated a deep draw-down of the operational reserve of close to $100 million although UNDP was now in the process of replenishing it.

133. UNDP would take steps to be financially prudent, by reducing total expenditure by 8 per cent in 1999; remaining committed to a zero nominal growth budget for 2002-2003; unlocking $5 million in regular resources and shifting $20 million in regular and other (non-core) programme resources from headquarters to the field through the restructuring process. A target of a 15 per cent across-the-board cut in country offices was set for 2001, most of it necessitated by the need to cap any increase in administrative costs so that 100 cents of every dollar of regular resources would go to programme rather than overhead. Part of the cut would generate extra savings for new investments such as improving connectivity for country offices. Against that background, the Administrator noted that he had decided not to submit a revised budget for the biennium 2000-2001.

134. There were serious consequences resulting from the failure to reach the $1.1 billion regular resources target. They included: (a) diminishing programme resources for the poorest countries, particularly in Africa, where resources remained down 60 per cent in real terms since 1992; (b) slowing down the implementation of reform measures; and (c) preventing UNDP from putting additional resources into priority programmes.

135. In order to find solutions to the funding problems, UNDP planned to rebuild regular resources, an effort that had been boosted by the promises from six donors at the Ministerial Meeting to increase funding in 2001. Suggestions made by ministers would be explored, including putting UNDP more formally on the agenda of regional and global forums, as well as possibly making the Ministerial Meeting a more regular event. Temporary donor resources were needed to help to drive through and accelerate the key reform initiatives previously outlined. The implementation plan for reform required extra funding. The Administrator emphasized that there was a large scope for expanded use of non-core funds but that such funds were always a supplement to rather than a substitute for regular income.

136. In closing, the Administrator underlined that UNDP would concentrate on performance, delivering the best services in support of poverty reduction all over the world. In determining the arrangements for regular follow-up to the ministerial meeting, the Executive Board needed to consider how best to engage capitals at the political level in a four-part funding and partnership agenda. That agenda would include the development of a predictable growth of regular resources based on donor countries' own discussions of burden-sharing; temporary financial support to expedite reform measures; alignment of donor, non-core resource strategies behind thematic focus areas while also increasing funds for the poorest countries; and encouraging partnerships at both management and Board levels.

137. The following documents were submitted under the item: annual review of the financial situation, 1999 (DP/2000/29 and Add.1); updated resource allocation framework and revised multi-year funding framework (MYFF) (DP/2000/31); report of the Inter-Agency Procurement Services Office (DP/2000/33); and information on

United Nations system technical cooperation expenditure, 1999 (DP/2000/39 and Add.1)

Follow-up to the Ministerial Meeting

138. The majority of speakers cited the successful outcome of the Ministerial Meeting. The meeting had clearly achieved its purpose in demonstrating the strong political backing for and commitment to UNDP and the interchange between donor and programme countries had been very valuable. The support should, many speakers hoped, lead to an increase in regular resources to UNDP, provided that the organization maintained a high standard of performance. Speakers particularly welcomed the Administrator's emphasis on performance and resources. The vital role of UNDP in development within the United Nations, as a contribution to peace and security, was underlined. While UNDP could not cover all development activities, it could serve as a catalyst in pro-poor advocacy and creating partnerships, as long as it had the necessary mandates and resources. Some speakers noted the support expressed for UNDP at the Millennium Summit.

139. The need for UNDP to continue to focus its work in areas of its comparative advantage was highlighted by some speakers. One delegation stressed that UNDP should focus on national development plans and, given resource constraints, use pilot programmes. Some speakers emphasized that UNDP should concentrate on its main mandate and avoid areas such as conflict prevention and peacemaking.

140. A suggestion was made that ministerial meetings be held every four years, in conjunction with the start of new multi-year funding frameworks, or in the context of United Nations Development Group meetings. Another speaker proposed that the Bureau of the Executive Board meet annually at the ministerial level until the funding crisis was resolved. Three delegations announced financial support towards the implementation of UNDP reform. Other delegations reiterated the financial support that they had announced at the Ministerial Meeting. Several delegations expressed their strong support for enabling UNDP to be placed on the agenda of regional group meetings in order to maintain the momentum created by the Ministerial Meeting. Some delegations preferred to give their views on the follow-up at the informal consultations to be held during the present session.

Annual review of the financial situation, 1999 (DP/2000/29 and Add.1)

141. Serious concern was expressed at the low level of regular resources in 1999, with delegations maintaining that regular resources were the bedrock of UNDP funding. Delegations underlined that contributions to regular resources should be predictable and timely. Many speakers remarked on the concurrent increase in non-core funding, noting that regular resources had accounted for only 28 per cent of UNDP income in 1999. Delegations called for alignment of regular and non-core resources. One delegation underlined that non-core resources should be used for programmes and projects agreed to by the Executive Board for the use of regular

resources and subjected to the same rules and regulations. Some delegations underlined the importance of burden-sharing among donor countries. One delegation expressed support for having a coherent resource mobilization strategy for the private sector. Speakers emphasized the need for UNDP to remain multilateral, neutral and flexible, citing the trust that programme countries had in the organization. One delegation noted that it had switched to pledging in United States dollars three years prior in order to avoid the problems associated with currency fluctuations. Another delegation suggested that donors make supplementary contributions at times when currency fluctuations negatively affected the level of regular resources.

142. One delegation suggested that a longer time frame, such as 10 years, be utilized to show regular and non-core contributions to UNDP. Clarification on trends in programme expenditures among regions was also sought. UNDP was requested to ensure that trust fund activities fell within its mandate.

143. Many delegations expressed concern about liquidity problems that had led to use of the operational reserve. One delegation requested further information on the reduction of core programme expenditure, asking whether it would be possible to reduce administrative costs instead. Another speaker warned that programme resources for the least developed countries could fall to as low as 20 per cent of total UNDP allocations (taking into consideration regular and non-core resources) owing to the drop in regular contributions, an alarming fact given the mission of UNDP to help the poorest countries.

144. One delegation raised queries regarding the shifting of investment held for cost-sharing from regular resources to other resources and the reference to financial coverage for insurance costs for which no provisions had been made in the budget.

145. Some speakers queried whether the annual review of the financial situation could be integrated in the results-oriented annual report or presented at the same session in future years.

Updated resource allocation framework and revised multi-year funding framework (MYFF) (DP/2000/31)

146. One delegation, in regard to paragraph 4 of document DP/2000/31, which stated that the current resource trend would jeopardize the ability of UNDP to meet fully the results envisaged under the MYFF, noted that results did not necessarily have to come within the framework of the MYFF. The speaker emphasized that there should not be a focus on intercountry programmes that were nationally driven, nor should there be an emphasis on performance measurements of the country or the resident representative. With reference to paragraphs 20 and 21, the speaker noted that there should not be a linkage

between situational indicators and the ROAR as it was essential to respect the principles of the MYFF elaborated in paragraph 12 of decision 98/23.

147. Another delegation stated that the methodology of the strategic results framework and the ROAR needed to be further developed and the links with the common country assessment and United Nations Development Assistance Framework clearly defined. The speaker underlined that results-based management depended on measurable targets and clear indicators. A more simplified template for the strategic results framework needed to be created. His delegation would provide financial support to development of the ROAR methodology.

148. One speaker cited the need for training in results-based management throughout UNDP. The proposal to postpone submission of a revised integrated resources framework until the second regular session 2001 was endorsed.

Responses

149. The Assistant Administrator and Director of the Bureau for Management informed the Executive Board that the annual statistical report (procurement of goods and services) (DP/2000/32) would be available soon. He thanked the Board for its advice and continued support to the MYFF. He noted, in response to a query raised, that UNDP had taken the experience of other organizations with results-based management into account and that management had decided to make the ROAR a planning and reporting tool, as opposed to an accountability tool. With reference to the ROAR methodology, he stated that the first round had presented many challenges, and that greater guidance could now be provided to the country office for future ROARs. He noted that the situational indicators used were publicly available country-level indicators. The indicators used were linked to the common country assessment and *Human Development Report* (HDR), although UNDP had selected a less comprehensive set of indicators than those used in the HDR. It was expected that cross-cutting themes would be incorporated in future ROARs, an element that had been underreported in the first ROAR. For example, UNDP would try to capture the gender dimension both in the gender strategic results framework and in others, such as those for governance and poverty eradication. Better coverage and linkage between the results at the individual country level and those from the regional and global levels were sought in future ROARs. He noted that the MYFF and the ROAR had two sides – one was the strategic results framework, and the other, the integrated resources framework. In September 2001, UNDP would provide a revised integrated resources framework in the context of the budget for the 2002-2003 biennium. Provision of an annual report on the financial situation was a regulation of UNDP and an audit requirement. As UNDP moved to results-based management and activities-based costing, it might be able to modify expenditure reporting in different categories and streamline it within the MYFF/ROAR context. However, the timing of issuance of statements would require further discussion.

150. With regard to the operational reserve, the Assistant Administrator referred to the new method of calculation of the reserve approved by the Executive Board at its first regular session 1999. He noted that UNDP had originally proposed a

formula that would have created a larger reserve. While UNDP currently had a cash reserve for two to three months of operating costs, ideally the organization would have a reserve for five to six months of operating costs. Early payments would allow for a more optimal cash flow, one of the goals of the MYFF. Given the very difficult financial situation faced by UNDP, he encouraged donors to make early payments for 2000 and 2001. In addition, an agreed standard for payments, such as payment in early January, payments twice yearly, or quarterly payments, would be optimal. He noted that at the present time, another liquidity shortage was anticipated for January 2001.

151. The Chief Financial Officer, responding to a query raised regarding liability for after-service health insurance, referred to in paragraphs 73 to 75 of DP/2000/29, noted that an actuarial firm had been hired to investigate the issue. UNDP was not in a position to finance the liability cost of $313 million, which covered staff of UNOPS, UNFPA and WFP holding UNDP letters of appointment. Meetings were currently under way to determine the next steps and provide options regarding how to finance the liability. Agreement on a solution would also need to be reached with the Board of External Auditors.

152. The Administrator thanked all delegations for their positive comments on the Ministerial Meeting. The follow-up to the meeting would be discussed at the informal consultation. With regard to the discussion on regular versus non-core resources, he welcomed the direction taken at the meeting in that it represented the same views as those held by UNDP management. There was no substitute for a strong base of regular resources for the effectiveness of UNDP. Regular contributions were required to mobilize non-core resources and to secure development impact. There was definitely a role for non-core resources, provided they were strategically aligned with regular resources and available to the poorest countries. With regard to the role of UNDP in crisis and post-conflict situations, the Administrator noted that some delegations were concerned that resources would be diverted from development activities while others believed it was one of the most dynamic areas for UNDP involvement. The view from within UNDP was that in a tight resource situation, it would be inappropriate to assign a greater proportion of target for resource assignment from the core (TRAC) funding for special development situations. However, non-core resources were often more readily available for work in that area. It could be acknowledged that reliance on non-core resources in post-conflict situations could be slow, and that donor interest in post-conflict situations could be uneven, with some situations attracting more resources.

153. While acknowledging that it would be premature to comment on the Brahimi Report prior to the consideration of that report in the General Assembly, the Administrator stated that it was important to note that the report was an important contribution to the debate on the division of labour in the United Nations system with regard to linkage between peace-building and poverty eradication. He underlined, however, that it would be inappropriate for UNDP to dig deeper into its TRAC resources for post-conflict activities until regular resources grew and stabilized. On resources as a whole, there were three core issues: (a) rebuilding

regular resources; (b) the need for a real strategy on rebuilding regular resources; and (c) discussion of non-core resources as part of the overall discussion on resources. He thanked those delegations that had indicated a willingness to support transition costs.

154. The Executive Board took note of the report on the UNDP annual review of the financial situation, 1999 (DP/2000/29 and Add.1).

155. The Executive Board took note of the oral update on the budget for the biennium 2000-2001.

156. The Executive Board took note of the report on the updated resources allocation framework and revised multi-year funding framework (MYFF) (DP/2000/31) and agreed to consider a revised integrated resources framework in conjunction with the biennial budget for 2002-2003 at the second regular session 2001.

157. The Executive Board took note of the report on activities of the Inter-Agency Procurement Services Office (DP/2000/33) and recommended that the Office continue to explore ways in which the expanded use of collective pricing agreements can be coordinated with other entities in the United Nations system.

158. The Executive Board took note of the report of the United Nations system technical cooperation expenditure, 1999 (DP/2000/39) and the addendum to the report (DP/2000/39/Add.1).

VIII. Evaluation

Annual report on evaluation

159. The Administrator introduced the annual report on evaluation (DP/2000/34). He stated that strengthening of performance would be a key priority for UNDP in the coming year. Measuring results to assure added value was critical to the success of that effort and effective evaluation was a key tool. The annual report elaborated on progress in measuring results, particularly at the country level. Effective evaluation meant that UNDP would set clear goals, measurable targets and define criteria to achieve the goals set at the Millennium Summit. While the results-oriented annual report (ROAR) for 1999 had enabled a more substantive dialogue on results at the country level, it was essential that the same process be taken up at headquarters. Results-based management was an essential tool in guiding the overall UNDP change process and in establishing new priorities. In 1998 and 1999, targets had been met and exceeded in terms of numbers of evaluations carried out. However, it was essential that UNDP demonstrate in a more measurable manner that its assistance was cost-effective and yielding real, measurable change to affect the lives of the poor. At the country level, UNDP was working with its partners to track progress on key development outcomes. Renewed emphasis was being placed on results-oriented evaluation capacity, including that of UNDP, its national counterparts and other United Nations organizations. The Evaluation Office had evolved a more strategic view over the past years, and while much work remained, there was now a solid base from which to operate.

160. The Director of the Evaluation Office elaborated on the issues raised by the Administrator. Three areas could be highlighted: results-based management, development effectiveness and partnerships. He noted that the report showed the distance between performance, delivery and managing for results and becoming a knowledge-driven catalyst and adviser. Results-based management was the key principle in managing for change. The strategic results framework (SRF) of the multi-year funding framework (MYFF) and the Business Plans reflected goals set in line with internationally agreed development targets, with poverty eradication as the overarching goal. Results-based management highlighted the central role of monitoring and evaluation, as it required feedback and demonstration of value for money. For the Evaluation Office, it meant the promotion of measuring, monitoring and evaluation in the organization. An increased investment in information technology to create a knowledge system was a key element of organizational realignment. The publication, "Development Effectiveness: Review of Evaluative Evidence" had been distributed to the Board with the intention that an informal discussion on the findings could take place at a later time. In sum, the key conclusions contained in the report were: (a) UNDP was improving and compared favourably with other development organizations; (b) nationally executed projects tended to do better than non-nationally executed projects; and (c) effective partnerships were needed to improve development effectiveness. As illustrations of the third point, the Director noted that two joint evaluations had recently been undertaken: the first with the World Bank, on aid coordination; and the second, with

the Federal German Ministry for Economic Cooperation and Development, on decentralization and local governance.

161. Many delegations expressed their strong satisfaction with the annual report on evaluation and for the achievements of UNDP in aligning itself with results-based management.

162. Several speakers commended UNDP for its efforts to strengthen the evaluation function as a management tool. There appeared to be a direct link between evaluation results and management decisions, evaluation findings and organizational learning. The enhanced quality and focus of individual evaluations, as well as the increased number of evaluations, were noted by several delegations. Speakers asked that future reports include information on how the recommendations of earlier evaluations had been implemented and how recommendations contained in previous annual reports had been followed upon. Further information on how compliance figures were reached was sought.

163. Several speakers highlighted the progress achieved in reporting on the multi-year funding framework through the ROAR, for which the Evaluation Office had played a key role in the previous year. It was noted that through the introduction of the strategic results framework, UNDP had provided support to programme countries in strengthening their evaluation capacities, an area that should be further highlighted and improved. One delegation noted that future preparation of the ROAR by the Operations Support Group would allow the Evaluation Office to concentrate on its key mandates.

164. Several delegations underlined the need for UNDP to develop a framework for knowledge management. The Evaluation Office was seen to have a clear role in organizational learning and could cooperate with the subregional resource facilities (SURFs) in the dissemination of lessons learned. One delegation stated that evaluations should look not only at success stories but also at failures in order to enhance lessons learned.

165. Some speakers asked for clarification on the linkage between the recommendations contained in the comprehensive review of the work of UNDP in complex emergencies, with particular focus on reintegration programmes, entitled "Sharing New Ground in Post-Conflict Situations" and the proposals of the Report of the Panel on United Nations Peace Operations (known as the Brahimi Report). One delegation expressed its disagreement with the reference in paragraph 27 of document DP/2000/34 to UNDP as "the only agency with a cross-sectoral mandate, enabling it to address the needs of the entire war-affected population, including specific target groups, such as refugees or internally displaced persons". The speaker was of the view that the role of UNDP was to assist countries concerned upon their request and that crisis and post-conflict activities should not be mainstreamed in the organization. In that regard, the principle of a nationally driven

UNDP responsible for the articulated needs of programme countries should be preserved.

166. Many speakers welcomed the creation of enhanced partnerships with the World Bank and with bilateral organizations through joint evaluations. One speaker underscored the need for programme countries to be more active in evaluations as they had an interest in ensuring that UNDP resources were effectively utilized to produce the desired results. The joint evaluation of UNDP with the Government of Germany on decentralization and local governance was welcomed, especially since UNDP had a demonstrated comparative advantage in that area. One delegation noted that it was considering providing financial support for work in that area. Another delegation stated that it would provide financial support to the further development of methodology for results-based management through a trust fund.

167. One delegation underscored the importance of attention by the Evaluation Office to independent evaluations. The quality and usefulness of decentralized evaluations needed to be demonstrated and publicized. The speaker also requested further information on methodologies used in country-level impact assessments. The close cooperation of the Evaluation Office with counterparts in bilateral organizations was appreciated. Another delegation expressed support for the proposed evaluative research programme on governance-poverty linkages and macro-micro linkages, referred to in annex II of document DP/2000/34.

168. The assessment of UNDP development effectiveness contained in chapter III of document DP/2000/34 was welcomed. The findings regarding the success of nationally executed projects were of particular interest to several delegations. One speaker requested further information on the methodology used to determine the figure included in paragraph 68 that 89 per cent of UNDP projects from 1992-1998 were rated as having significantly or satisfactorily achieved their immediate objectives.

169. The Director of the Evaluation Office thanked the speakers for their support and for working closely with UNDP on evaluation and monitoring. He stated that results-based management had provided an opportunity to build in the system a demand for evaluation in country offices through the ROAR, in contrast to the previous view of evaluation as a stand-alone activity. The move to evaluative research programmes on the thematic or strategic level was a direct consequence of looking at particular activities through the scope of evaluation. With respect to independent evaluations, such as that on the role of UNDP in post-conflict situations, it was important for the management of UNDP to look at the recommendations carefully, even if they did not agree with them. He acknowledged that the explanation of compliance in future reports could be simplified to enhance understanding by readers. The important factor was to maintain quality controls in a decentralized system. It was hoped that evaluation compliance would increase in future years. He looked forward to an informal dialogue with the Executive Board on the results of the assessment of UNDP performance and factors affecting its

performance. The publication on development effectiveness was meant to initiate that discussion. He noted that the Evaluation Office was in the process of developing a methodology to compare conclusions and recommendations by the end of 2000.

170. The Executive Board took note of the annual report on evaluation (DP/2000/34).

Progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: Joint review of recommendations

171. The Associate Administrator introduced the progress report on the follow-up to the evaluation of the UNDP/UNOPS relationship: joint review of recommendations (DP/2000/35). The report, prepared jointly by UNDP and UNOPS, was based on a review of the recommendations of the evaluations and had been agreed to by the Management Coordination Committee (MCC). While some recommendations could be acted on immediately, others required more discussion. The evaluation had had a very positive effect on the overall relationship between UNDP and UNOPS. The MCC had met four times in 2000 to date and had sharpened its focus on providing strategic guidance to UNOPS, including through a thorough review of documents to be submitted to the Executive Board. The task force set up in March 2000 had become an established instrument aimed at achieving a stronger relationship between UNDP and UNOPS. The task force had set up two additional working groups to promote progress on agreements relating to central services and fee-setting. With regard to field-level operations, it was expected that later in the year a letter from the Executive Director would be sent to UNDP resident representatives on their role as UNOPS representatives. The Associate Administrator noted that 74 per cent of the total income of UNOPS in 1999 came from the implementation of UNDP projects funded by both regular (core) and other (non-core) resources. While UNOPS was a separate and identifiable entity within the United Nations, it was important to recognize how closely UNDP and UNOPS continued to be linked. The evaluation had served as an impetus for both parties to fine-tune many aspects of the relationship that had been neglected over the years and had resulted in a firm commitment to a strengthened relationship.

172. The Executive Director concurred that a close relationship between UNOPS and UNDP, based on trust and comparative advantage, was in everyone's interest. He reported that UNOPS was making progress on the implementation of those recommendations requiring action only by UNOPS and expressed his satisfaction with the joint working group, which had begun to function efficiently and was able to make binding decisions. Those cases in which no decision could be reached would be referred to the Administrator and to the Executive Director for a decision. He provided updated information on recommendation 2 (d) regarding the letter on the precise role of the UNDP resident representatives in their capacity as UNOPS representatives. He noted that it would be based on the Memorandum of Understanding signed by UNDP and UNOPS in 1997 and would specify the dual

nature of the functions of the UNOPS representatives, namely, representational and project-specific. With regard to recommendation 4, the Executive Director announced that a meeting of the Users Advisory Group would be held by the end of November 2000. The agenda would be designed to allow UNOPS users the opportunity to define the standards of excellence that they would expect of a service provider such as UNOPS. It would also be an opportunity to provide an indication of changing requirements, thereby allowing UNOPS the opportunity to monitor the value-added of its services and plan the development of new competencies, capacities and/or products. The Executive Director also announced the adoption by UNOPS of the first international social accountability standard independently verified on a periodic basis, i.e., the SA 8000 developed by Social Accountability International. He also noted that UNOPS had joined the Instituto Ethos of Brazil, the largest business association established in a programme country that was dedicated to the ethical conduct of business in line with the values in the United Nations charter. Other quality-related standards were to be introduced in the course of 2001.

173. Several delegations thanked the Associate Administrator and the Executive Director for their remarks and the report and noted their appreciation of the positive, constructive tone of the statements. In particular, pleasure was expressed that certain steps and decisions had been taken (e.g., establishment of the task force and working groups, delegation of authority with respect to personnel matters). However, since the evaluation had raised basic issues for both UNDP and UNOPS regarding their role, competencies, and management mechanism, close follow-up was desirable. In that regard, several delegations expressed their concern about the lack of action with respect to the recommendations, especially since the relationship between UNDP and UNOPS was an important subject under review by the Executive Board. Particular urgency was attached to the need to address the recommendations on financial reporting and principles, including fee-setting, and the future role and shape of the MCC.

174. Other delegations noted that considerable progress had taken place since the report had been issued, as reflected in the statements made at the session. Several delegations focused specifically on recommendation 2 (b) on the delineation of responsibilities between the two organizations, including the elimination of overlaps (e.g., in the area of crisis and post-conflict situations). There was also an apparent contradiction between the introductory statement on complementary mandates and financial and administrative synergy and the situation with respect to the allocation of competencies described in the report. Clarification of that issue was important, particularly to Africa, the largest client of both UNDP and UNOPS. Also, the issue of the overlapping roles of the two entities needed clarification within the framework of the discussions to be held on the actions of UNDP in post-conflict situations at the first regular session 2001 of the Executive Board. To ensure better follow-up, one representative suggested informal dialogues between the secretariats of UNDP and UNOPS and the Board, apart from formal Board meetings. Another delegation recommended strengthening the language of the draft decision contained in document DP/2000/35, particularly with respect to recommendation 2 (b).

175. After thanking the delegations for their comments, the Associate Administrator suggested that some of the queries could be handled within the framework of an ongoing dialogue with Executive Board members. He attributed the seeming differences between the report and his comments and those of the Executive Director to the time lag between the production of document DP/2000/35 and progress from ongoing work, noting that the speed with which issues were addressed had improved since the task force had been established. Regarding recommendation 2 (b) on the delineation of responsibilities of UNDP and UNOPS in the area of post-conflict situations, the Associate Administrator stated that UNDP and UNOPS did not foresee any problem in delineating those responsibilities. In that regard, the Emergency Response Division functioned mainly as a policy support unit for the regional bureaux whenever a crisis occurred. It also assumed management of resources under target for resource assignment from the core (TRAC) line 1.1.3, which were providing support in crisis situations but it was not an operational unit implementing projects on its own. He supported the suggestion to establish a regular dialogue with the Board.

176. The Executive Director confirmed that increased activity had taken place with respect to the recommendations during the previous two months and noted that efforts were being made to maintain that dynamic. Concerning overlap in the area of post-conflict rehabilitation, he observed that both UNDP and UNOPS were involved in that area at the request of Member States but he agreed that the types of involvement differed, with the UNOPS approach being very operational and focused on projected-related activities. He cited several UNOPS achievements in that area, including: (a) a specialized unit, established in response to the high level of demand for UNOPS execution of projects in post-conflict rehabilitation, which cooperated with UNDP and other organizations in the implementation of those projects; (b) the publication of the first two of four volumes of the operational guide, based on ten years of work at the project level in post-conflict rehabilitation countries or regions; and (c) a brochure produced by the UNOPS Geneva Office that illustrated the very operational, project-related approach of UNOPS. Regarding the MCC, he indicated that feedback from the United Nations Office of Internal Oversight Services must be included in any consideration of that issue and that the matter would be on the agenda of the next MCC meeting. The Executive Director concurred with the view that there was a close relationship between UNDP and UNOPS based on trust and distinguishing each organization's comparative advantage.

177. The Executive Board adopted the following decision:

2000/22
Progress report on follow-up to the evaluation of the UNDP/UNOPS relationship: Joint review of recommendations

The Executive Board

1 *Recalls* its decision 2000/16;

2. *Takes note* of the report contained in document DP/2000/35;

3. *Urges* the Administrator and the Executive Director to ensure action, without further delay, on the outstanding recommendations of the evaluation as a matter of urgency;

4. *Requests* the Administrator and the Executive Director to submit to the Executive Board at its annual session 2001 a detailed report on progress achieved on all recommendations of the evaluation report.

28 September 2000

IX. Country cooperation frameworks and related matters

Country cooperation frameworks, extensions and country review reports

178. The Associate Administrator introduced the second country cooperation frameworks (CCFs) for Armenia (DP/CCF/ARM/2), Czech Republic (DP/CCF/CZE/2), Hungary (DP/CCF/HUN/2), Maldives (DP/CCF/MDV/2), Poland (DP/CCF/POL/2), Slovakia (DP/CCF/SLO/2), Slovenia (DP/CCF/SVN/2), Uzbekistan (DP/CCF/UZB/2), and Viet Nam (DP/CCF/VIE/2) and the extensions of nine CCFs. The CCFs demonstrated a strong emphasis on improving governance, reflecting the different priorities of the governments and stakeholders in the countries concerned, brought out the role of UNDP in upstream policy and advocacy and on partnership with the government and civil society. The extensions had been undertaken in order to harmonize the programming periods with those of other United Nations specialized agencies, funds and programmes or by changes in government in cases where more time was needed to prepare the second CCF. First country review reports for Algeria (DP/CRR/ALG/1), Guatemala (DP/CRR/GUA/1), Poland (DP/CRR/POL/1) and Uganda (DP/CRR/UGA/1) were selected reviews reflecting a spread across regions and across levels of development. Forty reviews had been completed through July 2000, with an additional nine ongoing or under preparation. A lack of funding constrained the further preparation of reviews. The reviews demonstrated a need to continue sharpening the focus of UNDP in order to maximize impact, promote greater ownership and participation in UNDP-funded activities by stakeholders and partners, and to focus on results.

179. Given that no requests had been submitted for discussion of individual CCFs, the second country cooperation frameworks for Armenia (DP/CCF/ARM/2), Czech Republic (DP/CCF/CZE/2), Hungary (DP/CCF/HUN/2), Maldives (DP/CCF/MDV/2), Poland (DP/CCF/POL/2), Slovakia (DP/CCF/SLO/2), Slovenia (DP/CCF/SVN/2), Uzbekistan (DP/CCF/UZB/2) and Viet Nam (DP/CCF/VIE/2) were approved by the Board.

180. One speaker welcomed the enhanced cost-effectiveness of the office structure in Uzbekistan, as well as the networking through the Regional Service Centre in Bratislava. It would be interesting to hear of experiences drawn from that example in the future. Two speakers expressed appreciation for the CCF and CRR for Poland, stating that it was very important for UNDP to continue to cooperate in the introduction of high quality management processes and capacity-building for integration into the European Union. Other speakers underlined the good quality of the CCF for Viet Nam, stressing the need for UNDP to focus on its comparative advantage to maximize resources for development. One speaker praised the work of UNDP in El Salvador for its increased focus in the post-conflict situation in that country on democratic governance. Another delegation praised the work of UNDP in Belize, Costa Rica, Guatemala and Honduras, in particular with improvements in administrative reform and poverty-reduction programmes. One delegation requested further information on the funding problems facing the review process.

181. The Permanent Representative of El Salvador expressed his Government's gratitude for the role and work of UNDP in his country. While the document reflected the emphasis on the sectors in which UNDP worked, he noted that there was not enough emphasis on the achievements of the country under the current government. For example, great efforts had been undertaken in the area of economic liberalization, including tariff reductions and the elimination of non-tariff barriers. The Government had undertaken the modernization of the state and had adopted key measures such as the privatization of the telecommunications sector, using the savings for social investment programmes. Much work had also been undertaken in the sectors of public health, education and social welfare. The CCF for El Salvador, to begin in 2001, would include broad participation in all sectors. Donors were urged to renew efforts to resolve the current funding crisis.

182. The delegation of Viet Nam thanked the Executive Board for its approval of the CCF for Viet Nam (DP/CCF/VIE/2). The CCF was based on the common country assessment and the United Nations Development Assistance Framework, prepared jointly by United Nations agencies, the World Bank and the Government. Many partners had been involved in the preparation of the CCF, including the public and private sectors and non-governmental organizations. The Government had focused on strengthening coordination and avoiding duplication since the late 1980s. Reform management was a key area of focus. The period 1991-2000 was one of tremendous change in Viet Nam in terms of economic growth, enhanced trade, and poverty eradication. UNDP activities had moved upstream in the early 1990s, prompted by national reform programmes in Viet Nam. While substantial non-core resources had been raised, that did not make up for the reduction in core resources.

183. The representative of Poland recognized the strong and trusted impartial partnership enjoyed with UNDP. The speaker noted that the new CCF had a relatively small amount of core funding, focused on advocacy and would emphasize a strong performance culture. Human resource development, public administration reform and assistance with accession to the European Union were important factors in the new CCF.

184. The representative of Algeria expressed the gratitude of his Government for the country review report. The speaker noted that the review was a good example of the contribution of UNDP to development. He requested that the missions to the United Nations in New York be more involved in the preparation of review reports.

185. The representative of Armenia expressed the gratitude of his Government to the Board for the adoption of the first CCF, noting the strong role played by the Resident Representative of UNDP.

186. The representative of Costa Rica stressed the important advancements in education and health in the country, noting, however, that programmes to benefit

immigrants, required by the country's constitution, were presenting a strain on the health and education sector budgets.

187. The representative of Guatemala noted that UNDP activities were part of the coordinated response to the peace agreement in her country.

188. The Permanent Representative of Uzbekistan thanked the Executive Board for its approval of the CCF for his country and reiterated support for the focus areas of the programmes. Several projects in the governance area were under consideration and would be discussed with the country office.

189. The Executive Board approved the second extension of the first country cooperation framework for Bulgaria (DP/CCF/BUL/1/EXTENSION II), the two-year extension of the first country cooperation framework for El Salvador (DP/CCF/ELS/1/EXTENSION I), and the two-year extension of the first country cooperation framework for Venezuela (DP/CCF/VEN/1/EXTENSION I).

190. The Executive Board took note of the first extension of the first country cooperation framework for Belize (DP/CCF/BEL/1/EXTENSION I), Costa Rica (DP/CCF/COS/1/EXTENSION I), Democratic People's Republic of Korea (DP/CCF/DRK/1/EXTENSION I), Equatorial Guinea (DP/CCF/EQG/1/EXTENSION I), Honduras (DP/CCF/HON/1/EXTENSION I), and Togo (DP/CCF/TOG/1/EXTENSION I).

191. The Executive Board took note of the country review reports for Algeria (DP/CRR/ALG/1), Guatemala (DP/CRR/GUA/1), Poland (DP/CRR/POL/1), and Uganda (DP/CRR/UGA/1).

Reviews of regional cooperation frameworks

192. The Associate Administrator introduced the reviews of regional cooperation frameworks for Africa (DP/RRR/RBA/1), Asia and the Pacific (DP/RRR/RAP/1), Europe and the Commonwealth of Independent States (DP/RRR/REC/1), and Latin America and the Caribbean (DP/RRR/RLA/1). The reviews had been carried out by external consultants and revealed differences among the regions in overall programme focus. Despite the differences, however, there was remarkable similarity in many areas, including linkages to the global cooperation framework and country cooperation frameworks and greater programme focus. There was evidence in all programmes that the serious shortfall in resources had deeply affected programme performance. Following a review of the highlights of each review, the Associate Administrator concluded by stating that few other aid organizations could provide funding for regional initiatives for cross-national and transboundary issues. Future regional frameworks would benefit from the reviews by being more strategic, demand-driven, reflecting the comparative advantage of UNDP and enabling successful resource mobilization.

193. Commenting on the review of the regional cooperation framework for Africa, delegations underlined the positive impact on the role of UNDP in peace and development. Partnerships with regional and local non-governmental organizations had been a key element in the regional cooperation framework. Resources were of great concern and it was hoped that a well-defined resource mobilization strategy would assist in the success of the next cooperation framework. One delegation looked forward to the redesign of the HIV/AIDS programme in Southern Africa. Another speaker noted that the reference to the Heavily Indebted Poor Countries (HIPC) initiative should have included mention of the responsibility of African countries to reduce poverty. The speaker also cited the lack of consultation with individual countries in the region.

194. One speaker emphasized that 17 countries in the Africa region were experiencing political instability, leading to complex emergency situations. There was thus great potential for UNDP to increase its activities in the post-conflict area and with national consultation processes and consensus-building. Upstream activities were well demonstrated through the Africa Governance Forum, and more information would be welcomed. Given the magnitude of the HIV/AIDS epidemic, it should be more visible in the regional cooperation framework for Africa. There should be a more determined approach to innovation and best practices in the areas of governance, conflict prevention and gender. Conventions and mandates could be included, as well as enhancement of technical capabilities. Greater information on how UNDP selected organizations as executing partners was sought.

195. Commenting on the review of the regional cooperation framework for Europe and the Commonwealth of Independent States, delegations noted the enhanced focus on poverty eradication and the positive role of national human development reports. The Regional Service Centre in Bratislava had been successful in providing support to the entire region, one speaker noted, expressing support for all new initiatives that would use regional expertise and lead to programming using expertise in the region and enable sharing of knowledge. One delegation stressed the need to improve programmes on aid coordination and environment.

196. Commenting on the review of the regional cooperation framework for Latin America and the Caribbean, delegations noted the long, strong tradition of cooperation in that region. It was regrettable that resources for the regional programme had been drastically reduced. Lessons learned on an individual country basis could be shared in subregions, one delegation noted. Activities needed to be focused for maximum impact. One speaker emphasized the importance of activities focused on trade, as well as environment, in the Caribbean subregion. Another speaker underscored the need for thorough consultations in preparing the next regional cooperation framework. One speaker underlined the importance of regional integration.

197. Two delegations requested clarification on the differences between the allocations and expenditures for the regional programmes. Another delegation requested clarification about the role of UNDP in conflict prevention.

198. The Associate Administrator underlined that the regional cooperation frameworks touched on issues that went beyond individual programmes and created synergies through partnerships in cooperation with other entities. The new regional cooperation frameworks would have greater focus to enable more effective use of financial resources, and more prominent linkage with the global cooperation framework. He noted that the regional framework supported initiatives in conflict prevention through regional bodies such as the Organization of African Unity and the Economic Community of West African States.

199. The Assistant Administrator and Director of the Regional Bureau for Latin America and the Caribbean provided clarification regarding paragraph 10 of the review of the regional cooperation framework for Latin America and the Caribbean (DP/RRR/RLA/1). She stated that the second table referred to resources mobilized for the regional programme, noting that about two thirds of that amount were for Global Environment Facility (GEF) projects. Given the rigorous approval process for GEF projects, which often took a couple of years, those projects had only been approved and begun implementation recently.

200. The Assistant Administrator and Director of the Regional Bureau for Africa noted that the low delivery rate in the Africa region was due to delays in the start of major programmes, owing mainly to the need to reach consensus during the consultation process. The selection of regional partners was based on their technical and management capacity as well as their linkage to the focus issues.

201. The Officer-in-charge of the Regional Bureau for Europe and the Commonwealth of Independent States noted that the regional cooperation framework for that region was the first of its kind. The start-up of implementation of seven individual projects as a programme, including the recruitment of specialists, had been difficult.

202. The Officer-in-charge of the Regional Bureau for Asia and the Pacific noted that the region faced the same situation as that of Latin America and the Caribbean, in that many of the regional projects were GEF projects, which had taken considerable time for approval and implementation.

203. The Executive Board took note of the reviews of the regional cooperation frameworks for Africa (DP/RRR/RBA/1), Asia and the Pacific (DP/RRR/RAP/1), Europe and the Commonwealth of Independent States (DP/RRR/REC/1), Latin America and the Caribbean (DP/RRR/RLA/1).

Assistance to East Timor

204. The Officer-in-charge of the Regional Bureau for Asia and the Pacific introduced the note by the Administrator on assistance to East Timor (DP/2000/40). The note described the broad areas in which UNDP was working in East Timor following the

adoption by the Executive Board in January 2000 of decision 2000/2 authorizing assistance to East Timor for 1999-2000. The Administrator now sought to gain authorization for approval of projects for the period 2000-2002 on a case-by-case basis. He noted that an office had been set up and that UNDP had been working with donors to obtain support. A country cooperation framework would be developed only after the independence of East Timor. The main focus areas of assistance were (a) to help in transition from an emergency situation, including contributing to the consolidated appeal launched in October 1999; (b) to assist the United Nations Transitional Administration in East Timor (UNTAET) in preparation for independence; and (c) to build a long-term partnership with the people of East Timor.

205. The President asked the Executive Board if there was any objection to the representative of East Timor taking the floor. There was no objection.

206. The representative of East Timor expressed appreciation for the support of the Executive Board. He stated that the main present objective was to rebuild the infrastructure of East Timor. The maintenance of stability was an important factor in this regard. He hoped that the international community would continue to provide assistance to East Timor.

207. One delegation expressed its continued strong support for development assistance provided to East Timor and its readiness to build a strong relationship with East Timor. Other delegations taking the floor welcomed the note on assistance to East Timor. Several speakers described the assistance being provided by their own Governments to East Timor, including through the opening of representational offices. One delegation underlined the importance of South-South cooperation, noting that UNDP could play a useful role in promoting training and health projects through triangular cooperation. One delegation underlined the need for effective coordination among the international donors, both bilateral and multilateral, in East Timor. Another speaker expressed some concern about delays in implementing projects in East Timor.

208. The Executive Board authorized the Administrator to approve projects for East Timor on a case-by-case basis for the period 2000-2002.

Assistance to Myanmar

209. The Resident Representative in Myanmar delivered an oral progress report on UNDP assistance to Myanmar. He informed the Executive Board that a more comprehensive report would be presented at the first regular session 2001. He then gave a historical overview of UNDP assistance to Myanmar from 1988 to the present, noting that since 1993, assistance to that country was provided strictly in accordance with guidelines established in relevant Board decisions. UNDP assistance was formulated on a project-by-project basis within a broad framework entitled the Human Development Initiative (HDI)

with each phase not exceeding two and a half years. The HDI had been under implementation for seven years and was currently in its third phase, for the period mid-1999 to end-2001. The 11 projects of HDI Phase III had been approved by the Administrator in mid-1999 and formally signed in September 1999. They were fully operational and in various stages of implementation. UNDP had ensured full consultation and agreement with all partners concerned, including the diplomatic community, civil society organizations, and the National League for Democracy.

210. An independent annual assessment and evaluation of the HDI and its projects for the year 2000 had been carried out from 27 May to end-July 2000. The independent team was composed of two senior international experts from Canada and the United States, supported by four independent international technical consultants. The mission concluded that all HDI Phase III project activities had been formulated in compliance with Governing Council and Executive Board decisions 93/21 and 98/14. Projects continued to target the poorest people in some of the most deprived areas of the country. In general, the HDI projects were pursuing their individual project objectives and modalities effectively.

211. The mission highlighted several strategic issues at the operational and policy levels that critically challenged HDI activities from achieving their fullest potential in addressing poverty and also impacted on the coordination of broader joint United Nations initiatives in Myanmar. Notably, in certain key sectors, projects were unable to benefit fully from important technical assistance offered by some specialized United Nations executing agencies because of the specific modus operandi of the HDI. In addition, there was a long lead period required for the planning and preparation of HDI phases, given the extensive consultative process required (despite the relatively short time frame of two and a half years for HDI projects). The mission also emphasized the need to identify and target future HDI assistance properly in order to address the poverty and humanitarian needs more extensively.

212. The Resident Representative underlined that two of the most critical areas of UNDP assistance for addressing poverty reduction in Myanmar were agriculture/food security and environment. Another critical issue was the serious impact of the spread of HIV/AIDS in the country, where the estimated current infection rate stood at 1.5 per cent of the population. He requested that the Executive Board consider the possibility that UNDP carry out a number of comprehensive sector reviews for agriculture/food security and the environment, including an overall poverty assessment. He also suggested that UNDP, with other partners, prepare a proposal for strategically addressing the HIV/AIDS situation at the national level, including through fund-raising.

213. The Resident Representative also informed the Executive Board about the preparations for an integrated United Nations humanitarian programme in the Northern Rakhine State, in accordance with the guidelines set out in decision 98/14. A United Nations integrated basic needs assistance programme (BNAP) for the Northern Rakhine State was being finalized under the leadership of UNDP in consultation with other partners. The Programme would address beneficiaries' needs in critical social sectors and would facilitate the transition with the Office of the

United Nations High Commissioner for Refugees (UNHCR), which had been engaged since 1993 in the resettlement of the returnees to the Northern Rakhine State from Bangladesh. He noted that UNHCR had recently extended its Memorandum of Understanding with the Government to enable UNHCR to continue to implement its activities in the Northern Rakhine State until November 2001. Consultations were under way with regard to the preparations for the commencement of the BNAP once UNHCR had phased out its technical assistance activities, recognizing that protection and monitoring would continue to be an important priority in the Northern Rakhine State.

214. One delegation underlined the need to provide continued assistance directly to the poor in Myanmar and stressed that development agencies should operate as much as possible with civil society. The approach of UNDP was welcomed. The speaker noted that there was scope for a more coherent and coordinated United Nations development effort in Myanmar, including through the common country assessment. In that respect, the National League for Democracy should be consulted as much as possible.

215. Another speaker expressed support for the UNDP role in Myanmar and stated that it was essential to prepare for future international cooperation in that country. UNDP must have the means to carry out its mandate and, in that regard, it must strengthen coordination at the country level in Myanmar.

216. One delegation supported the continuation of the HDI and expressed approval for the recommendations of the assessment team, in particular with regard to HIV/AIDS and the proposed poverty assessments. Clarification on the United Nations reintegration programme for the Northern Rakhine State was sought.

217. The Resident Representative noted the complexities of undertaking the common country assessment exercise in Myanmar, as the operational modalities of the United Nations entities in that country varied. In response to the query raised, he explained that the United Nations country team had been working very hard to design an appropriate programme of assistance for continued support to the residents of the Northern Rakhine State. Given the difficulties encountered during that extensive process, and the need to mobilize resources for a number of the participating agencies, the United Nations Country Team felt it would be more appropriate, in light of the mandate provided in decision 98/14, for that exercise to be carried out under the leadership of UNDP. Thus, the BNAP was adjusted accordingly.

218. The Executive Board took note of the oral progress report on Myanmar.

Review of global cooperation framework

219. The Assistant Administrator and Director of the Bureau for Development Policy (BDP) introduced the review of the first global cooperation framework (GCF) (DP/GRR/GCF/1). She noted that the report was a synthesis of several evaluations of elements of the global programme as well as an audit of the GCF and evaluations of the subregional resource facilities (SURFs). The report pointed to the transitional nature of the first GCF, which had covered a wide variety of policy areas. The second GCF would be more focused and integrated with the overall goals of UNDP. The first GCF reflected the roles and relationships linked to the corporate entities responsible for the various subject areas. The review found that the independent advocacy and analytical work undertaken within the GCF was the most effective, especially the *Human Development Report*, the work of the Office of Development Studies on global public goods, and the "Energy After Rio" programme, as well as the *Annual Poverty Report*. Several key governance projects were also successful in promoting awareness. The review stated that the linkage of the GCF to the CCFs required further strengthening, a finding that had already been indicated in the forward-looking assessment of the GCF presented to the Executive Board in January 1998. One of the most important innovations had been the establishment of knowledge networks. Within the past nine months, participation by UNDP professional staff in knowledge networks had grown to over 50 per cent.

220. A concept paper on the second GCF would be presented in an informal discussion at the current session. Areas such as support to Poverty Reduction Strategy Papers, the integration of human rights into the sustainable human development framework, capacity development, and training of trade negotiators from least developed countries would continue to receive priority attention. The new GCF would focus on the direct needs of programme countries and a limited number of global initiatives, including new approaches to work on HIV/AIDS and closing the digital divide. The review noted that a more predictable resource base and a better management system would have made the GCF more effective. In addition, it would be necessary to integrate the global trust funds to ensure synergy and efficiency. The global programme was seen as effective in partnerships, including those with United Nations specialized agencies, funds and programmes, the World Bank, the Inter-Parliamentary Union, and bilateral aid organizations. The challenge was to intensify the partnerships with programme countries. BDP was restructuring and reorganizing its headquarters staff. About 50 policy specialists would be deployed to the field to strengthen direct support at the country level. Through the reallocation of resources approved in the current cycle, the process of outposting policy specialists to the field was under way in line with the new networking approach. The Assistant Administrator thanked those donors who had contributed to the global programme.

221. Many delegations expressed their agreement with the recommendations contained in the review of the global cooperation framework. It was seen as a very important part of the work of UNDP, in particular when it enabled the organization to participate in major global events. The need to incorporate lessons learned and to

strengthen country-level activities was underlined. Some speakers felt that the global framework should move even more upstream, concentrating on advocacy and policy dialogue, knowledge management and development of new concepts. Global resources should not be viewed as a substitute for target for resource assignment from the core (TRAC) line 1.1.1 resources. The programme must be focused and concentrate on areas where UNDP had a comparative advantage. Linkage with the regional cooperation frameworks and with the country programmes was considered essential.

222. Many speakers singled out the *Human Development Report* and the study entitled *Global Public Goods* as positive examples of what the global programme had accomplished. The focus on poverty eradication and activities in the area of governance were also welcomed. One delegation underlined the need for UNDP to redefine its role in combating HIV/AIDS. Another speaker requested that information technology be included in the new framework. One delegation requested clarification on the future work of UNDP with the Consultative Group on International Agricultural Research (CGIAR).

223. Speakers looked forward to the discussion on the next GCF and the implementation of the recommendations contained in the review. Several delegations underlined that the next global programme should be more cost-effective. One delegation called for it to have a strong commitment to test innovative programmes in order to mainstream successful elements into the work of UNDP. Another speaker emphasized that human security should be a primary priority of the GCF. It was hoped that gender would be further mainstreamed in the new programme. One delegation requested further information on why sustainable energy had been singled out for future support.

224. The Assistant Administrator and Director, BDP, agreed that lessons from the review would be shown in the next GCF. She underlined that gender would indeed be part of the new GCF as UNDP increased its efforts in mainstreaming gender. She agreed that the new GCF should move further upstream. As environmental issues were being integrated in order to move to integrated natural resources management, there would be no separate programmes for forestry or food security. In response to a query raised, the Assistant Administrator stated that work on the Convention to Combat Desertification (CCD) was included in the GCF through the presence of the Office to Combat Desertification and Drought (UNSO) in BDP. In response to another query, she explained that UNDP would continue to collaborate with CGIAR but could no longer channel financial resources to it.

225. One delegation requested that the new GCF indicate support to CGIAR even if the financial contribution was minimal.

226. The Executive Board took note of the review of the GCF (DP/GRR/GCF/1).

Strengthening partnerships for drylands development and poverty eradication: UNDP's role and efforts in support of the Convention to Combat Desertification (DP/2000/CRP.14)

227. The conference room paper on strengthening partnerships for drylands development and poverty eradication: UNDP's role and efforts in support of the Convention to Combat Desertification (DP/2000/CRP.14) was presented by the Assistant Administrator. She noted that the paper responded to the Executive Board's request to delineate the relationship of UNDP with the Secretariat of CCD. UNDP provided a wide range of support to drylands development through its various programmes and specialized units, particularly UNSO. UNDP had established partnerships with the CCD Secretariat in organizing capacity-building workshops, information and awareness-raising activities and advocacy, providing logistical support and funding at the local level. The roles of the two entities were different and highly complementary. The role of UNDP was to provide country-level support. Changes would affect the way UNDP worked with its partners, including the CCD Secretariat. Those changes would enable UNDP to be more focused at the country level. While the mandate of UNSO had been extended to the global level, contributions to the UNDP Trust Fund to Combat Desertification had been diminishing and there was a limited ability to extend support to all regions. The ability of UNDP to play its leading role in helping the Secretariat of the CCD would depend on secure and adequate funding. The relocation of the remaining smaller UNSO core unit in Nairobi presented UNDP with an excellent opportunity to build new and effective partnerships with the United Nations Environment Programme and with others.

228. Several delegations encouraged continued support from UNDP for the implementation of the CCD and requested that further information be provided to the Board on how UNDP was addressing desertification and drylands development, with concrete steps and specific proposals. UNDP, through UNSO, had a long history of support to countries affected by desertification, particularly in Africa. The relocation of the UNSO core unit to Nairobi were welcomed. The issue of resources was considered vital and it was hoped that donors would increase contributions to UNSO. Some speakers advocated exploring financial support for work in that area through the round-table mechanism. Partnerships were a key element in the successful implementation of the CCD.

229. The representative of the Secretariat of the Convention to Combat Desertification underlined that cooperation with UNDP was critical, in particular with regard to resource mobilization. The Secretariat was looking forward to the identification of measures for long-term cooperation with UNDP as well as with other institutional partners. Inclusion of the CCD in the round-table process would be useful in terms of resource mobilization. A more efficient and productive partnership between the two organizations was encouraged in the context of the Executive Board.

230. The Assistant Administrator agreed that desertification was a key development challenge. UNDP was also concerned about the resource situation and looked forward to the guidance of the Executive Board in that regard. Comprehensive information on the role of UNDP in the desertification and drylands development was available on a CD-ROM, which had been distributed to Board members.

231. The Executive Board adopted the following decision:

2000/23
Strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the United Nations Convention to Combat Desertification

The Executive Board

1. *Takes note* of the report on strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of the UNCCD (DP/2000/CRP.14);

2. *Invites* the United Nations Development Programme to explore with the Secretariat of the United Nations Convention to Combat Desertification practical modalities for supporting the ongoing national consultative processes of the Convention on partnership-building through the round-table mechanism;

3. *Encourages* the United Nations Development Programme to contribute to capacity-building and resources mobilization, particularly through its regional and national offices, with a view to assisting affected developing countries to implement the United Nations Convention to Combat Desertification effectively at the national, subregional and regional levels;

4. *Invites* the Administrator to report to the Executive Board at its annual session 2001 on the implementation of the present decision.

29 September 2000

232. Following the adoption of the decision, three delegations took the floor to express their appreciation for the action taken.

X. Technical cooperation among developing countries

233. The Administrator introduced the report on technical cooperation among developing countries: follow-up to decision 99/11 (DP/2000/36). He noted that leaders from the South, in statements made to the South Summit in Havana and at the United Nations Millennium Assembly, had made it clear that the broad issue of South-South cooperation was a top priority. South-South cooperation had been a priority for UNDP for over 20 years, with the Special Unit for Technical Cooperation among Developing Countries (SU/TCDC) having played a key role. South-South cooperation was in line with the strong emphasis on partnerships that lie at the heart of the new UNDP, with links to key Southern institutions such as the Third World Network and the South Centre. A positive recent initiative had been the SU/TCDC Africa-Asia business-to-business forum, which aimed at helping transfer private sector skills and expertise. TCDC was also seen as a mechanism to pioneer new forms of South-South knowledge networking through the Web of Information for Development (WIDE). While those efforts had seen success, the work to date was just a fraction of what it was possible to achieve, particularly as UNDP began to exploit the full potential of information technology networking, both within UNDP and beyond. The Administrator underlined his full commitment to mainstreaming South-South cooperation into the broader scope of UNDP programme work.

234. The UNDP focus on upstream policy advice was particularly well suited to such forms of cooperation in such areas as HIV/AIDS for example, where successful national or regional programmes could be transferred to others. The scope for other such opportunities was vast, in areas that ranged from attracting foreign direct investment to public sector development, to tourism development. To help to achieve this operationally, UNDP would integrate the use of TCDC in the United Nations Development Assistance Frameworks (UNDAFs), country cooperation frameworks and regional cooperation frameworks, and the outcomes would be reported in the results-oriented annual reports.

235. Promoting and implementing South-South knowledge sharing would also be an explicit and integral component of the job of the 50 policy specialists being deployed to the field. SU/TCDC would seek to accelerate the process by planning, piloting, and implementing new and more effective models for such cooperation. It would also deploy initially two advisers to regional service centres to help to ensure that its work reflected the realities and needs of the field. Throughout, there would be a continued emphasis on new partnerships, with both the public and the private sectors, civil society, and with other United Nations organizations. UNDP was hopeful that it would obtain more financial support for South-South cooperation.

236. Delegations expressed their strong support for both the concept of South-South cooperation and the role of UNDP in promoting it. Recent statements by world leaders at the South Summit in Havana and at the Millennium Summit had attested to the strong political backing of TCDC and its growing importance. The role of SU/TCDC in UNDP should be supported and more resources allocated to it. In that regard, one speaker requested that two informal consultations be held prior to the first regular session 2001 in order to discuss the new TCDC framework.

237. Many speakers supported the future orientation of the new TCDC programme, as elaborated in chapter IV of document DP/2000/36, specifically the maintenance of SU/TCDC, concentration on areas of UNDP comparative advantage, and work to assist developing countries that were faced by changes caused by globalization. Delegations underlined that there was no contradiction in having TCDC mainstreamed in operational activities for development while the Special Unit was maintained as a focal point. The decentralization of two TCDC advisers to the field to work with development policy specialists was supported, as were the areas of intended programme focus noted in paragraph 41.

238. Delegations were of the view that the Special Unit should play a more active and strategic role in South-South cooperation. As requested by the South Summit, the Special Unit should ensure the development of a technical network in support of bilateral TCDC projects and the production of an annual report on TCDC. One delegation emphasized the need for the integration of pilot programmes into regular UNDP programmes, allowing the Special Unit to concentrate on strategic linkages.

239. Most speakers emphasized the urgent need to increase the allocation of programme resources to TCDC in the next UNDP programming period. Donors were also encouraged to contribute to the South-South Trust Fund.

240. Several delegations highlighted the particular aspects of TCDC in which tangible benefits had been achieved, including in the areas of trade and economic liberalization, agricultural production, preparation for major international conferences, information technology, science and technology, training, and in building up centres of excellence.

241. Several delegations noted that their governments supported triangular cooperation and had made financial contributions to it. One speaker requested information on the criteria used by the Special Unit for project and regional allocations. Information on the extent to which TCDC was utilized in country programmes and the benefits and obstacles to that use was also sought. Further details on the integration of TCDC in UNDAFs, regional and global frameworks and strategic resource frameworks was also sought. Another speaker questioned the relevance of some TCDC activities and looked forward to further discussions on the topic at the first regular session 2001. In that regard, an independent assessment of the TCDC framework should be undertaken, an effort that delegation was willing to help to finance. Another delegation, while supporting TCDC, had difficulty with some of the references in the document, including the phrase "emerging rules-based global governance" in paragraph 9 of document DP/2000/36, and the references to assistance to developing countries in negotiations in World Trade Organization (WTO) processes. With regard to the latter, the delegation stated that Member States had never mandated UNDP to assist any one group of countries in developing negotiation. UNDP actions in that regard needed to reflect the consensus of Executive Board members on upstream activities. The delegation stated that it

required more information on the nature of proposed UNDP-funded TCDC activities.

242. The representative of the Organization of the Islamic Conference expressed the support of the Organization for the TCDC activities contained in document DP/2000/36.

243. Several speakers paid tribute to the work of the outgoing Director of the Special Unit for TCDC, Mr. John Ohiorhenuan.

244. The Administrator noted that there would not be a full response at the current session but rather a full discussion and review of the issues raised at the first regular session 2001. He thanked those delegations that had acknowledged the service of the outgoing Director of the Special Unit. He underlined the need to maintain the separateness and separate character of SU/TCDC while reinforcing TCDC in UNDP programmes. He noted the offer of support for a review of the previous framework. Noting the comment made by one delegation on partisan advocacy, he underlined that the commitment of UNDP was to broadening the debate about development. With regard to the partnership with the South Centre and others, it was not contradictory to the strong relationship of UNDP with other organizations, such as WTO, to ensure as broad as possible a debate on development.

245. The Executive Board decided to resume consideration of the report on technical cooperation among developing countries: follow-up to decision 99/11 (DP/2000/36) at its first regular session 2001. (*Note: The new framework for technical cooperation among developing countries will also be submitted at the first regular session 2001.*)

XI. Other matters

WHO/UNICEF/UNFPA Coordinating Committee on Health

246. The Executive Board confirmed the selection of representatives from the Eastern European States, Dr. Inga Ivanova Grebesheva (Russian Federation), and the Western European and other States, Dr. Pia Rockhold (Denmark), to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for 2001-2002 and authorized the Bureau of the Executive Board to approve the respective selections from the Africa, Asia and Pacific, and the Latin America and the Caribbean groups, to be confirmed at the first regular session 2001.

Closing statements

247. The Administrator recognized those members of the Executive Board whose terms were ending as of December 2000: Botswana, Czech Republic, Ghana, Ireland, Jamaica, Lebanon, Republic of Korea, South Africa, Sweden, Switzerland, and the United Republic of Tanzania. He also paid tribute to those representatives for whom the present session would be their last Board meeting: H. E. Mr. Elim Dutra of Brazil, Mr. Antonio Cavalcante of Brazil, Dr. Wilhelm Suden of Germany, Dr. Atul Khare of India, Ms. Bente Bingen of Norway, and Mr. Nicolai Tchoulkov of the Russian Federation. He thanked the Bureau of the Board for the quality of their leadership in policy guidance and decision-making on behalf of UNDP during the year.

Closing remarks by the Deputy Executive Director (Policy and Administration)

248. On behalf of the UNFPA Executive Director, Dr. Nafis Sadik, the Deputy Executive Director (Policy and Administration) thanked the Executive Board for the wonderful farewell tributes to Dr. Sadik earlier in the week. He stated that Dr. Sadik had been deeply touched and very moved by the sentiments expressed by the Board members and had asked him to convey her deep appreciation to each member of the Executive Board. In particular, she wished to convey her warm personal thanks and appreciation to the President and the Vice-Presidents of the Board for the recognition that they had accorded her in their statements. He noted that both Dr. Sadik, and UNFPA staff at large, greatly valued the close and productive working relationship with the Executive Board. The Fund relied on the Board for guidance and direction as well as for candid and constructive comments and analysis which all helped to strengthen UNFPA programmes and policies. UNFPA also continued to rely on the Board to spearhead, and be an important partner in, the Fund's resource mobilization efforts, including the efforts to increase core resources and put

249. He observed that the third regular session 2000 had indeed been a significant one for UNFPA. The Executive Board had adopted an important decision on the system for allocation of UNFPA resources to country programmes. He expressed the Fund's appreciation to the Vice-President of the Asian States group for guiding the initial informal consultation and to the representative of Switzerland for his remarkable skill and diplomacy in facilitating the reaching of a consensus. He stated that the Fund had taken careful note of the suggestions made and he assured the Board that UNFPA staff would remain committed to implementing the updated resource allocation system as decided at the third regular session 2000.

250. The Deputy Executive Director (Policy and Administration) expressed the Fund's deep appreciation and gratitude to all donors who had announced their contributions to UNFPA, in particular, the donors who had increased their contributions and those who had made multi-year pledges. He also recognized those delegates who would be leaving their current posts in the near future, thanking them for their excellent support and good counsel, and wishing them all the very best in their future endeavours. He also thanked all members of the Secretariat, especially the small UNFPA team, the UNDP team and the staff of the United Nations Conference Services, particularly the conference officers and the interpreters. He concluded by thanking the President and members of the Bureau for the guidance provided to UNFPA. He noted that the Fund greatly appreciated the wisdom and energy with which the President had led the Executive Board throughout the year. The year had been a very busy and productive one for UNFPA and the Board had taken important decisions on a number of key issues that would guide the Fund's work in the coming decade, including sector-wide approaches, the multi-year funding framework, future programme directions in the light of ICPD+5, ensuring reproductive health in emergency situations, the UNFPA programming process, and, most recently, the resource allocation system.

Closing remarks by the President

251. The President stated that it had been a pleasure for him to serve during 2000 and he thanked everyone for extending to him their excellent cooperation throughout the year. He recognized the important role played by the Vice Presidents of the Executive Board: H. E. Mr. Gert Rosenthal of Guatemala, Mr. Mathe Diseko of South Africa and Ms. Emolemo Morake of Botswana, Mr. Tetsuo Kondo of Japan, and Mr. Le Hoai Trung of Viet Nam. The Vice Presidents had exhibited a productive and positive spirit throughout the year that had enabled much to be accomplished.

252. Looking back at the year in relation to UNDP, it was notable as the first full year for the current Administrator, Mr. Mark Malloch Brown. While there were many important items considered by the Executive Board in 2000, he would refer to

interesting dialogue on the first UNDP results-oriented annual report, which had

underlined the strong move to results-based management in the organization. At each session, the Board had examined the heart of UNDP work, at the country level, through the adoption of country cooperation frameworks (CCFs), CCF extensions, special assistance programmes and a selected number of CCF reviews. The Board had also taken up interesting discussions on the United Nations Office for Project Services, the United Nations Volunteers, the United Nations Development Fund for Women and the United Nations Capital Development Fund. Informal discussions throughout the year on many subjects had added to the Board's knowledge and understanding of the work of UNDP.

253. Most notably, in April, during his statement on the serious funding situation faced by UNDP, the Administrator had proposed the convening of a Ministerial Meeting on UNDP, which had been held with high acclaim on 11 September. Discussion during the present session attested to the success of the Ministerial Meeting and had led the Executive Board forward in maintaining the momentum of that key event.

254. In his closing remarks, the President noted that during the year the Executive Board had had wide-ranging discussions on a number of key population and development issues. Often, the debates and negotiations had been intense and sometimes quite difficult. But throughout the deliberations, both formal and informal, one concern had remained uppermost in the minds of Board members, and that had been providing UNFPA with the necessary guidance and advice to better assist countries in implementing the Programme of Action of the International Conference on Population and Development (ICPD) and the key actions emerging from ICPD+5, with the specific goal of contributing to a better quality of life for women, men and children in all parts of the world. In providing UNFPA with that guidance and direction the Board had taken a number of key decisions during the year, including on sector-wide approaches, the multi-year funding framework, future programme directions in the light of ICPD+5, ensuring reproductive health in emergency situations, the UNFPA programming process, and the system for the allocation of UNFPA resources to country programmes. Those key decisions would hold UNFPA in good stead as it carried out its mandate in the priority programme areas of reproductive health, including family planning and sexual health; population and development strategies; advocacy; and gender issues. The Board's deliberations throughout the year had drawn attention to the importance of providing UNFPA with resources on a predictable, assured and continuous basis.

255. The President thanked all members of the Secretariat who made up a very competent and hard-working team always able to respond quickly to the many demands made on them. He also conveyed his special thanks to the staff of United Nations Conference Services, including all the conference officers and interpreters, who had ensured the smooth conduct of the meetings and had been willing to extend their hours to accommodate the Executive Board's needs. Before concluding, he alluded to the Executive Board's farewell tribute to Dr. Sadik earlier in the week, noting that it had been a very moving moment for all who had been present [illegible]

in the room were a great compliment to Dr. Nafis Sadik and a visible sign of the high regard in which she was held. Dr. Sadik had been a great leader and she would be greatly missed.

256. The President thanked all participants for their cooperation, which had again led to a successful conclusion. He thanked the secretariat, the interpreters and conference officers for their assistance and wished everyone a safe return to their capitals and places of residence.

257. The Executive Board concluded its work by adopting the following decision:

2000/24
Overview of decisions adopted by the Executive Board at its third regular session 2000

The Executive Board

Recalls that during the third regular session 2000, it:

Item 1

Organizational matters

Approved the agenda and work plan for its third regular session 2000 (DP/2000/L.4) as orally amended;

Approved the report of the annual session 2000 (DP/2000/27);

Agreed to the following schedule of sessions of the Executive Board in 2001:

First regular session 2001:	29 January-6 February 2001 (7 working days)
Annual session 2001:	11-22 June 2001 (New York)
Second regular session 2001:	10-14 September 2001*

* Subject to approval by the Committee on Conferences.

Agreed to the work plan for the first regular session 2001 of the Executive Board, contained in the annex to the present decision;

Took note of the list of items for 2001 as reflected in the outline for the Executive Board work plan 2001 (DP/2000/CRP.13);

Adopted decision 2000/18 of 26 September 2000, Expression of appreciation to [illegible] United Nations Population Fund, 1987-

UNFPA segment

Item 2
Resource allocation system

Adopted decision 2000/19 of 28 September 2000 on the system for the allocation of UNFPA resources to country programmes;

Item 3
Financial, budgetary and administrative matters

Took note of the report on the UNFPA annual financial review, 1999 (DP/FPA/2000/15 and Corr.1 (Chinese, English and Russian only));

Took note of the oral report on the updated estimates of UNFPA income for 2000;

Item 4
Technical advisory programme

Took note of the progress report on the implementation of Technical Advisory Programme arrangements (DP/FPA/2000/16);

Item 5
Country programmes and related matters

Approved assistance to the Governments of Cambodia (DP/FPA/KHM/2) and Viet Nam (DP/FPA/VNM/6);

UNDP segment

Item 6
United Nations Office for Project Services

Adopted decision 2000/20 of 28 September 2000 on UNOPS revised budget estimates for the biennium 2000-2001;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNOPS revised budget estimates and procedures for establishing posts at the D-1 level (DP/2000/38);

Took note of the report on UNOPS statistical annex (DP/2000/37/Add.1 and Corr.1);

Adopted decision 2000/21 of 29 September 2000 on the responsibility of the United Nations Office for Project Services in personnel matters;

Item 7

Financial, budgetary and administrative matters

Took note of the report on the UNDP annual review of the financial situation, 1999 (DP/2000/29 and Add.1);

Took note of the oral update on the budget for the biennium 2000-2001 (decision 99/23);

Took note of the report on updated resource allocation framework and revised MYFF (DP/2000/31) and agreed to consider a revised integrated resources framework in conjunction with the biennial budget for 2002-2003 at the second regular session 2001;

Took note of the report on activities of the Inter-Agency Procurement Services Office (DP/2000/33) and recommended that the Office continue to explore ways in which the expanded use of collective pricing agreements can be coordinated with other entities of the United Nations system;

Took note of the report on United Nations system technical cooperation expenditure, 1999 (DP/2000/39) and the addendum to the report (DP/2000/39/Add.1);

Item 8

Evaluation

Took note of the report of the Administrator on evaluation (DP/2000/34);

Adopted decision 2000/22 of 28 September 2000 on the progress report on follow-up to the evaluation of the UNDP/UNOPS relationship;

Item 9

Country cooperation frameworks and related matters

Approved the following country cooperation frameworks:

Second country cooperation framework for Armenia	DP/CCF/ARM/2
Second country cooperation framework for Czech Republic	DP/CCF/CZE/2
Second country cooperation framework for Hungary	DP/CCF/HUN/2
Second country cooperation framework for Maldives	DP/CCF/MDV/2
Second country cooperation framework for Poland	DP/CCF/POL/2
Second country cooperation framework for Slovakia	DP/CCF/SLO/2
Second country cooperation framework for Slovenia	DP/CCF/SVN/2
Second country cooperation framework for Uzbekistan	DP/CCF/UZB/2
Second country cooperation framework for Viet Nam	DP/CCF/VIE/2

Approved the following extensions of country cooperation frameworks:

Second extension of the first country cooperation framework for Bulgaria	DP/CCF/BUL/1/EXTENSION II
Two-year extension of the first country cooperation framework for El Salvador	DP/CCF/ELS/1/EXTENSION I
Two-year extension of the first country cooperation framework for Venezuela	DP/CCF/VEN/1/EXTENSION I

Took note of the following extensions of country cooperation frameworks:

First extension of the first country cooperation framework for Belize	DP/CCF/BEL/1/EXTENSION I
First extension of the first country cooperation framework for Costa Rica	DP/CCF/COS/1/EXTENSION I
First extension of the first country cooperation framework for the Democratic People's Republic of Korea	DP/CCF/DRK/1/EXTENSION I
First extension of the first country cooperation framework for Equatorial Guinea	DP/CCF/EQG/1/EXTENSION I
First extension of the first country cooperation framework for Honduras	DP/CCF/HON/1/EXTENSION I
First extension of the first country cooperation framework for Togo	DP/CCF/TOG/1/EXTENSION I

Took note of the following country review reports:

First country review report for Algeria	DP/CRR/ALG/1
First country review report for Guatemala	DP/CRR/GUA/1 and Corr.1 (French only)
First country review report for Poland	DP/CRR/POL/1
First country review report for Uganda	DP/CRR/UGA/1

Took note of the following reviews of regional cooperation frameworks:

Review of the regional cooperation framework for Africa	DP/RRR/RBA/1
Review of the regional cooperation framework for Asia and the Pacific	DP/RRR/RAP/1
Review of the regional cooperation framework for Europe and the Commonwealth of Independent States	DP/RRR/REC/1
Review of the regional cooperation framework for Latin America and the Caribbean	DP/RRR/RLA/1

Took note of the report on the review of the first global cooperation framework (DP/GRR/GCF/1);

Adopted decision 2000/23 of 29 September 2000 on strengthening partnerships for drylands development and poverty eradication: the role and activities of UNDP in support of UNCCD;

Authorized the Administrator to approve projects for East Timor on a case-by-case basis for the period 2000-2002, as proposed in document DP/2000/40;

Took note of the oral progress report on assistance to Myanmar;

Item 10

Technical cooperation among developing countries

Decided to resume consideration of the report on technical cooperation among developing countries: follow-up to decision 99/11 (DP/2000/36) at its first regular session 2001;

Item 11

Other matters

Confirmed the selection of representatives from the Eastern European States and the Western European and other States to serve on the WHO/UNICEF/UNFPA Coordinating Committee on Health for 2001-2002 and authorized the Bureau of the

Executive Board to approve the respective selections from the Africa, Asia and the Pacific, and the Latin America and the Caribbean groups, to be confirmed at the first regular session 2001.

29 September 2000

Tentative work plan
Executive Board of UNDP/UNFPA
First regular session 2001 (29 January-6 February 2001)

Day/date	*Time*	*Item*	*Subject*
Monday, 29 January	a.m.	1	Organizational matters: agenda and work plan; report on the third regular session 2000; Executive Board work plan 2001
	p.m.		Joint session of the Executive Boards of UNDP/UNFPA and of UNICEF with participation of the Executive Board of WFP
Tuesday, 30 January	a.m.		**UNDP segment**
		2	UNDP Business Plans 2000-2003 - Update and follow-up to Ministerial Meeting
	p.m.		UNDP Business Plans 2000-2003 (continued) - Role of UNDP in crisis and post-conflict situations
Wednesday, 31 January	a.m.	3	Country cooperation frameworks and related matters - Country cooperation frameworks - Reviews of country cooperation frameworks
	p.m.		Country cooperation frameworks and related matters (continued) - Global cooperation framework
Thursday, 1 February	a.m.	3	Country cooperation frameworks and related matters (continued) - Review of regional cooperation framework - Assistance to Myanmar
	p.m.	4	Technical cooperation among developing countries - New cooperation framework - Follow-up to decision 99/11 (DP/2000/36)
Friday, 2 February	a.m.		**UNDP/UNFPA joint segment**
		5	Reports to the Economic and Social Council
		6	UNDP, UNFPA and UNOPS reports on implementation of recommendations of the Board of Auditors 1998-1999
	p.m.	7	Financial, budgetary and administrative matters - Proposed UNDP/UNFPA common rules and regulations concerning contributions from non-governmental sources (dec. 2000/5)
		9	Other matters
Monday, 5 February	a.m.		**UNFPA segment**
		8	Country programmes and related matters - Progress report on implementing the intercountry

Day/date	*Time*	*Item*	*Subject*
			- Country programmes
	p.m.		Country programmes and related matters - Progress report on implementing the intercountry programme
			- Country programmes
Tuesday, 6 February	a.m.	1	Organizational matters
			Pending decisions
		9	Other matters